

**EUROPEAN  
EXPERT  
NETWORK  
ON CULTURE  
(EENC)**

***Culture and the Structural Funds  
in the Czech Republic***

by Eva Žáková

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The EENC was set up in 2010 at the initiative of Directorate-General for Education and Culture of the European Commission (DG EAC), with the aim of contributing to the improvement of policy development in Europe. It provides advice and support to DG EAC in the analysis of cultural policies and their implications at national, regional and European levels. The EENC involves 17 independent experts and is coordinated by Interarts and Culture Action Europe.

#### **About the author**

Eva Žáková is an expert on cultural policies, creative industries and EU cultural affairs. She graduated from the Faculty of Arts of the Charles University in Prague with a degree in Librarianship and Scientific Information. Before 1989 she worked in Art Centrum (foreign trade enterprise), in the 1990s she worked as an expert for the Kylián Foundation – centre of Dutch-Czech dance projects and dance video library and was head of the Marketing Department of the Old Masters Collection of the National Gallery in Prague. Since 2001 she has been working as head of the Czech Cultural Contact Point of the European Union Culture Programme and since 2005 as head of the Arts Institute (independent department of the Arts and Theatre Institute). Eva Žáková has been the main researcher in several projects supported by the Ministry of Culture of the Czech Republic: *Czech Cultural and Creative Industries Mapping* (2011–2015) and *The Study of the Situation, Structure, Conditions and Financing of the Arts in the Czech Republic* (2006–2011). In 2008 she was appointed by the Ministry of Culture as a member of the OMC Expert Group of the European Commission for Maximizing the Potential of Culture and Creative Industries, especially in the area of small and medium-sized enterprises. She is a member of the Arts Council of the Minister of Culture. Since 2010 she has been lecturing at the University of Economics and Music and Dance Academy of Performing Arts in Prague.

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## **1. Background and Methodology**

### **1.1. Background**

In December 2012, the Directorate General for Education and Culture of the European Commission (DG EAC) submitted a request for an expert contribution on behalf of the European Expert Network on Culture (EENC), involving the preparation of a paper to analyse how the cultural and creative sectors could foster regional and local development in the Czech Republic. The request followed similar analyses carried out previously in 12 EU Member States.

The request arose in the framework of the design and negotiation of the EU's Cohesion Policy and the Operational Programmes for the funding period 2014-20. In this context, the Commission is preparing internal 'negotiation mandates' that will identify the type of investments that should be prioritised, based on an analysis of the national and regional economic outlook of past and current spending and the identification of potential for development and structural weaknesses to be addressed. The mandates will allow the Commission to discuss 'Partnership contracts' with Member States, which should ultimately set the strategy, priorities and arrangements for using the Common Strategic Framework (CSF) Funds in an effective and efficient way to achieve the EU 2020 objectives of 'smart, sustainable and inclusive growth'.

Initial documents for the design of the CSF of the Structural Funds 2014-2020<sup>1</sup> have identified a number of areas in which culture can contribute to the achievement of EU objectives in this field, including the role of creative clusters and the cultural and creative industries (CCI) in 'Strengthening Research, Technological Development and Innovation'; the CCI and new forms of tourism in 'Enhancing the Competitiveness of SMEs'; cultural heritage and the rehabilitation of cultural infrastructures in 'Protecting the Environment and Promoting Resource Efficiency'; and the development of creative skills and creativity in 'Investing in Education, Skills and Lifelong Learning.' In any case, it can also be argued that the approach taken by preliminary documents regarding the place of culture in regional development may seem slightly narrow.

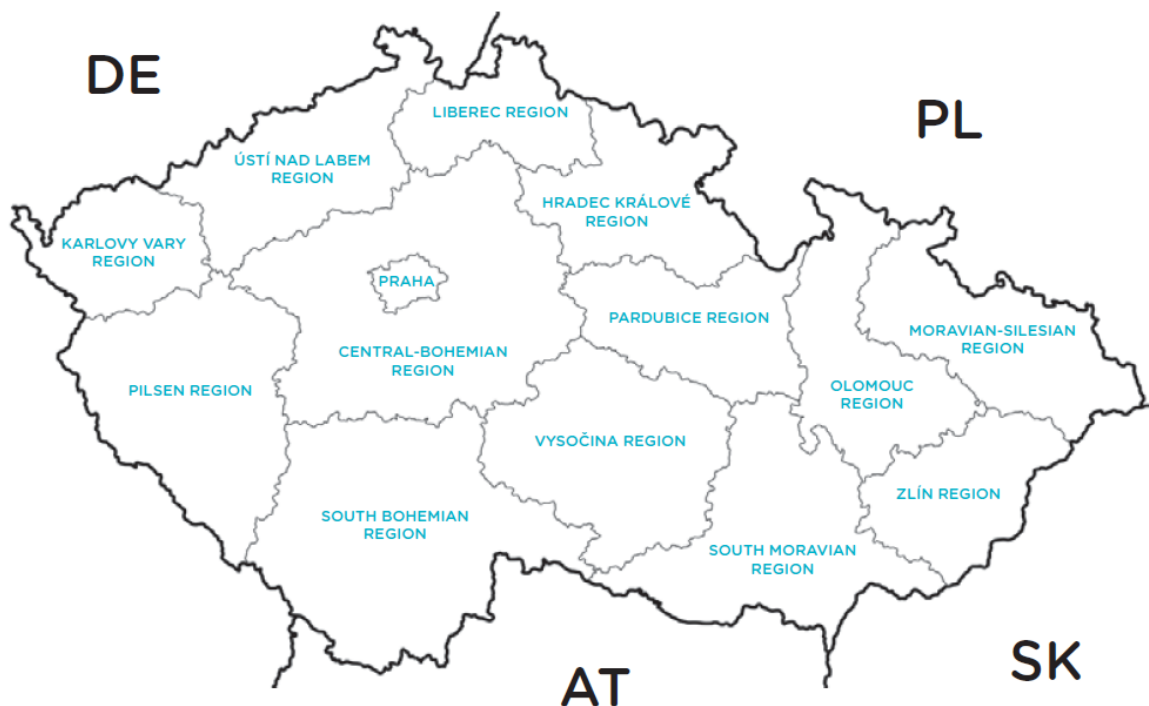
The main aim of this paper is thus to enable DG EAC to identify the potential for strengthening the role of culture in the Structural Funds' 'Partnership contract' with the Czech Republic, by providing a critical analysis of how 'the unused potential of cultural

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<sup>1</sup> European Commission, 'Elements for a Common Strategic Framework 2014 to 2020: the European Regional Development Fund, the European Social Fund, the Cohesion Fund, the European Agricultural Fund for Rural Development and the European Maritime and Fisheries Fund', Commission Staff Working Document, SWD(2012) 61 final; see also its accompanying Annex.

and creative sectors' can foster regional and local development in this country. The main focus of the research is on the Funds which have an impact at local, regional and national level (particularly the European Regional Development Fund – ERDF - and the European Social Fund - ESF). Attention has also been paid to cross-border and interregional funding where this was deemed relevant for the purposes of territorial development, growth and jobs.

The Czech Republic (CR) is a landlocked country in the centre of Europe with a territory of 78,865 square kilometres and a population of 10.5 million. The country borders with Poland, Germany, Austria and Slovakia and is currently divided into 14 administrative regions. Until 1993 it was a part of Czechoslovakia. Since 2004 the Czech Republic has been a member of the EU and a part of the Schengen Area, having abolished border controls, completely opening its borders with all of its neighbours. The Czech Republic is a pluralist multi-party parliamentary representative democracy.



The transition towards the market economy after 1989 created new opportunities and social relations; however, it also triggered an increase in regional disparities. The development which occurred in the different regions of the CR is closely connected with the territorially-differentiated dynamics of the economy. The uneven development of the regions is connected with regional differences in economic structure and its

diversity, quality of human resources (education level, entrepreneurial tradition), unsatisfactory environmental situation and *the* geographical position of the regions within the CR. The most difficult situation prevails in the cohesion regions of the North-West (Ústí nad Labem region) and Moravia-Silesia.

Until 1989, there was a dense network of ideologically-controlled and endowed cultural facilities – libraries, cultural centres, cinemas, theatres, museums, monuments etc. At the beginning of the 1990s, there was a mass privatisation and de-nationalisation of this network. All state institutions like book publishers and music industries, film studios, or art agencies were privatised. Some state ideological cultural institutions were closed. State funds like the Czech Music Fund and others were transformed into foundations according to a new Act on Foundations. The process of democratisation is also closely connected with the Territorial Reform of Public Administration in the country. The Act of Municipalities released the local authorities from organisational subordination to the state and it allowed them to establish cultural institutions. Many cultural institutions were transferred to them from the state level – mainly theatres. Within the establishment of new higher territorial units (14 regions) dozens of museums, galleries and libraries were transferred from the state to the regions.

The first modern cultural strategic document was elaborated in 1996 for the Ministry of Culture in the form of the White Book – a study that clarified the relation of the state to culture and gave examples of cultural policies from other European countries. The first government policy on culture in the history of the Czech Republic was ratified in 1999. In 2008, the government approved the National Cultural Policy 2009 – 2014.

Following this introduction and a short description of the methodology used, the paper presents an initial overview of how culture has been integrated in the implementation of the Structural Funds in 2007-2013 (Chapter 2). It then goes on to analyse the strengths, weaknesses, opportunities and threats for the cultural and creative sectors in the light of local and regional development objectives (Chapter 3). Finally, the paper closes with a section that identifies potential priorities for the European Commission's negotiation mandate with the Czech Republic with a view to the implementation of the Structural Funds in 2014-2020 (Chapter 4).

## **1.2. Research base and methodology**

There are no robust data and comprehensive or partial studies concerning the current state of use of the current period of Structural Funds for the support of culture. Due to the number and complexity of the operational programmes and their administrative governance in the Czech Republic (26 OPs), a robust comprehensive research would be very demanding and time consuming.

This analysis is mainly based on the outputs of research projects<sup>2</sup> implemented by the Arts and Theatre Institute since 2007. These outputs of research projects include *Analysis of the Strategic Documents and Programmes of the Structural Funds* of the Czech Republic from the point of view of cultural and creative sectors, e-publication *Cultural and Creative Industries in the Czech Republic*, and the handbook *The Support of Culture from the EU*, which offers a survey and description of programmes and funds and examples of supported projects in the current financial period. The author of this paper has participated in these outputs and has been a member of the OMC expert working group in 2011 focused on the use of Structural Funds for the support of culture. The analysis is also based on desk research and interviews with decision-makers and practitioners in the field of EU funds.

The paper offers a brief overview of the existing documents and programmes, the findings about their use for cultural and creative sectors, SWOT analysis and recommendations.

## **2. Culture and the Structural Funds 2007-2013 in the Czech Republic**

### **2.1. The analysis of strategies from the point of view of cultural and creative sectors**

The analysis of strategies including programmes of the Structural Funds in the Czech Republic from the point of view of their use for cultural and creative industries was done in 2009 within the framework of the research project *Socio-economic Potential of Cultural/Creative Industries in the Czech Republic (2007-2011)* implemented by the Arts and Theatre Institute. Due to the fact that in 2009 there was no official definition of cultural and creative industries/sectors, the analysis used a working definition of the study *Economy of Culture in Europe*, 2006. The methodology of the analysis consisted of the search for keywords and their context (cultural and/or creative industries, the concrete sectors/fields of the definition mentioned above, concepts such as culture, creativity, innovation, talent, and creative class). The analysis reviewed the documents from 2004 when the Czech Republic became a member of the European Union.

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<sup>2</sup> *Socio-economic Potential of Cultural/Creative Industries in the Czech Republic (2007-2011)*; *A Study of the State, Structure, Conditions, and Funding of the Arts in the Czech Republic (2006-2011)*; *Mapping Cultural and Creative Industries in the Czech Republic (2011 – 2015)*; *Initial Analysis of the Current Labour Market Links with the Cultural Sector and Defining Assumptions for Strategic Planning in Employment in this Sector (2007)*. The reports resulting from these projects are mentioned in the final bibliography.

The basic question of the analysis was, *Is there in national strategic horizontal (interdepartmental) documents and vertical (sector) documents a comprehensively declared and defined strategy of the development, promotion and use of cultural and creative industries in the Czech Republic?*, and there was a hypothesis that *The role of cultural and creative industries has been ignored, the role of arts and culture has been considered to be a matter of enlightenment or entertainment and the economic benefits have been marginalized.*

List of analyzed documents:

*Horizontal strategies:*

- Strategy for Sustainable Development 2004-2014
- Economic Growth Strategy 2007-2013
- Regional Development Strategy for 2007-2013
- National Development Plan 2007-2013
- National Innovation Policy of the Czech Republic for 2005-2010
- National Export Strategy 2006-2010
- National Cluster Strategy 2005-2008

*Sector strategies:*

- Strategy for Education for Sustainable Development 2008-2015
- Lifelong Learning Strategy for the years 2007-2013
- National Cultural Policy for 2009-2014
- Concept for more Efficient Support of the Arts 2007-2013

*Structural Funds documents*

- National Strategic Reference Framework
- Operational programmes of the Structural Funds

**Findings of the analysis**

The economic potential of the cultural and creative industries has been marginalized or unknown in the national strategic horizontal and vertical documents. The conditions for unlocking the potential of cultural and creative industries have not been created yet in the Czech Republic. The keywords are mentioned and considered within the context of the strategic documents rather randomly and on an ad hoc basis.

Most of the analysed documents do not recognise the term cultural and creative industries/sectors (“CCI”) and do not deal with their economic potential except for several national documents, especially the National Cultural Policy and the Concept for more Efficient Support of the Arts. Although the National Cultural Policy mentions the potential of CCIs most often, it nevertheless does not reflect the support of cultural and



creative sectors comprehensively and systematically and captures only some aspects relevant to the development of the cultural and creative industries. The Economic Growth Strategy and the Regional Development Strategy were influenced by the Concept for more Efficient Support of the Arts and do mention the cultural and creative industries, but unfortunately they present (just like all other strategies) rather formal documents without concrete practical action plans. Even though the National Development Plan claims that "...the potential of culture is not sufficiently exploited for a structural development except for tourism," and also defines the topics for the support as "entrepreneurship, local employment, development of communities with the emphasis on the ability to attract high-skilled operators, concretely in the field of cultural services and events contributing to social cohesion and focused on cultural integration and social inclusion," these proclamations are not reflected further in the implementation structure of concrete operational programme documents. The National Development Plan in the field of culture is primarily focused on the infrastructure, tourism and cultural heritage.

## **2.2. National Strategic Reference Framework (NSRF)**

The NSRF is the basic document for the Structural Funds. Over the 2007 – 2013 programming period, the EU cohesion policy is implemented by streamlining the fund contributions to three main objectives: Convergence, Regional Competitiveness and Employment and European Territorial Cooperation.

### **Convergence Objective**

This objective is focused on the support of the economic and social development of the underdeveloped regions and member states. In the Czech Republic, it covers **all cohesion regions except for the Capital City of Prague** and it is realized via eight thematic operational programmes and seven regional operational programmes. The amount of EUR 25.89 billion is assigned to the Convergence objective in the Czech Republic.

**Seven regional** operational programmes (ROP) exist for the cohesion regions (NUTS II) with a total assigned amount of EUR 4.66 billion:

- ROP NUTS II North-West
- ROP NUTS II Moravia-Silesia
- ROP NUTS II South-East
- ROP NUTS II North-East
- ROP NUTS II Central Moravia
- ROP NUTS II South-West
- ROP NUTS II Central Bohemia

**Eight thematic** operational programmes exist, with a total assigned amount of EUR 21.23 billion:

- OP Transport (OP T)
- OP Environment (OP E)
- OP Enterprise and Innovation (OP EI)
- OP Research and Development for Innovations (OP R&DI)
- OP Human Resources and Employment (OP HRE)
- OP Education for Competitiveness (OP EC)
- Integrated Operational Programme (IOP)
- OP Technical Assistance (OP TA)

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

This objective supports regions that do not draw finances from the Convergence Objective. In the Czech Republic, it covers the **Capital City of Prague** with two operational programmes. The amount of EUR 0.42 billion is assigned to the Regional Competitiveness and Employment objective in the Czech Republic:

- OP Prague - Competitiveness (OP PC)
- OP Prague - Adaptability (OP PA)

### **European Territorial Cooperation Objective**

It pursues support for cross-border, interregional and transnational cooperation of regions. In the Czech Republic, it covers all regions and finances may be drawn from nine operational programmes. The amount of EUR 0.39 billion is assigned to the European Territorial Cooperation Objective in the Czech Republic:

- OP Cross-Border Cooperation CR-Bavaria
- OP Cross-Border Cooperation CR-Poland
- OP Cross-Border Cooperation CR-Austria
- OP Cross-Border Cooperation CR-Saxony
- OP Cross-Border Cooperation CR-Slovakia
- OP Interregional Cooperation (all EU states, Norway and Switzerland)
- OP Transnational Cooperation (CR, Austria, Poland, a part of Germany, Hungary, Slovenia, Slovakia, a part of Italy and a part of Ukraine out of the non-member states)
- Network Operational Programme ESPON 2013 (all member states, Norway, Switzerland, Liechtenstein, Iceland, EU candidate countries)
- Network Operational Programme INTERACT II (all member states)

The programmes OP Human Resources and Employment (OP HRE), OP Education for Competitiveness (OP EC) and OP Prague - Adaptability (OP PA) are funded through the European Social Fund (ESF). The other above-mentioned programmes are funded through the European Regional Development Fund (ERDF).

## **Objectives, themes and priorities of the NSRF**

### **Global Objective**

*“The global objective is to transform CR’s socio-economic environment in compliance with the principles of sustainable development, so as to make the CR an attractive location for investment as well as for the work and life of its citizens. By means of incessant strengthening of the country’s competitiveness, a sustainable development will be achieved in order to attain the economic level of EU-25. The CR will strive to boost employment and to pursue a balanced and harmonized regional development, which will result in enhancing the quality of life of the country’s population.”<sup>3</sup>*

### **4 Strategic Objectives**

- Competitive Czech Economy
- Open, Flexible and Cohesive Society
- Attractive Environment
- Balanced Development of Territory

### **Horizontal themes and “gender mainstreaming”**

Horizontal themes are cross-sectional type issues which penetrate the entire strategy of the Reference Framework and, as such, they are reflected in the relevant priorities of the NSRF. Both of the following themes are implicitly included in the NSRF’s global objectives:

- Equal Opportunities
- Sustainable Development

### **Strategic Objective I: Competitive Czech Economy**

- Priority A: Competitive Business Sector  
(Implementation: OP EI, partly the OP HRE and the OP PA)
- Priority B: Support of R&D Capacity for Innovation  
(OP R&DI, OP EI, OP EC, OP PA)
- **Priority C: Development of Sustainable Travel and Tourism Sector and Utilization of the Potential Offered by Cultural Heritage**  
(ROPs and also the priority axis: National Support for Tourism of the IOP)

### **Strategic Objective II: Open, Flexible and Cohesive Society**

- Priority A: Education  
(OP EC, OP HRE, ROPs, OP R&DI, OP PA)
- Priority B: Increasing Employment and Employability

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<sup>3</sup> Ministry of Regional Development, *National Strategic Reference Framework of the Czech Republic, 2007 – 2013*, 2007.

- (OP HRE, IOP, OP PA)
- Priority C: Strengthening Social Cohesion  
(OP HRE, ROPs, IOP, OP EC, OP PA)
- Priority D: Development of Information Society  
(IOP, OP EC, OP HRE)
- Priority E: Smart Administration  
(OP HRE, IOP)

#### **Strategic Objective III: Attractive Environment**

- Priority A: Protection and Improvement of the Quality of the Environment  
(OP E, OP EI, IOP)
- Priority B: Improving Accessibility to Transport

#### **Strategic Objective IV: Balanced Development of Territory**

- Priority A: Balanced Regional Development  
(ROPs)
- Priority B: Development of Urban Areas  
(ROPs)
- Priority C: Development of Rural Areas  
(EAFRD)

#### **The Regional Competitiveness and Employment Objective**

- Priority D: Cohesion Region the Capital City of Prague  
(OP PA, OP PC, OP T)

#### **The European Territorial Cooperation Objective**

- Priority E: European Territorial Cooperation  
(operational programmes with the priority of the European territorial cooperation have an obvious territorial dimension or regional dimension in the case of cross-border cooperation)

### **2.3. Operational Programmes and Culture**

As for the role of culture within the framework of SF, there is one special priority of the strategic objective I (Competitive Czech Economy) dedicated to the field of cultural heritage in connection with the field of tourism.

Priority C: **Development of Sustainable Travel and Tourism Sector and Utilization of the Potential Offered by Cultural Heritage.** The programmes for the implementation of this priority are **regional operational programmes (ROPs)** as well

as the priority axis concerning the National Support for Tourism in the **Integrated Operational Programme (IOP)**.

### **Integrated Operational Programme (IOP)**

The global objective of the Integrated Operational Programme is the modernisation and streamlining of activities and processes in the area of public administration, public services and management of territorial development by means of modernising the technical background, as a prerequisite for the development of modern civil society and increased competitiveness of regions and the CR as a whole. The IOP integrates several thematic areas with a common base, which is strengthening of smart administration and public services primarily through the development of information and social infrastructure. The IOP is a multi-objective operational programme, specific priority axes shall be complemented by Regional Competitiveness and Employment Objective resources so that the activities within the axis are eligible on the whole territory of the CR, including the Capital City of Prague.

The Operational Programme falls within the framework laid out for the Convergence and Regional Competitiveness and Employment Objectives and has a total budget of around EUR 1.86 billion. Community investment through the European Regional Development Fund (ERDF) amounts to some EUR 1.58 billion, which represents approximately 5.9% of the total EU investment earmarked for the Czech Republic under the Cohesion Policy for 2007-13.

### **Priorities**

The Integrated Operational Programme is structured around the following priorities:

<b>OP Priority Axes</b>	
Priority Axis 1a	– Smart administration (Convergence)
Priority Axis 1b	– Smart administration (RCE)
Priority Axis 2	– ICT in local public administration (Convergence)
Priority Axis 3	– Increased quality and accessibility of public services
Priority Axis 4a	– National support for tourism (Convergence)
Priority Axis 4b	– National support for tourism (RCE)
Priority Axis 5	– National support for territorial development (Convergence)
Priority Axis 6a	– Technical assistance (Convergence)
Priority Axis 6b	– Technical assistance (RCE)

Priorities used for the support of culture:

- Priority 2: ICT for territorial public administration – Convergence Objective

The primary goal of priorities 1a, 1b and 2 is to create a more efficient public administration system for the Czech Republic. This includes modernising public services at local and national level through greater use of information and communication technologies (ICTs). These activities will also contribute to the general development of the information society in the Czech Republic.

- Priority 4: National support for tourism – Convergence Objective
- Priority 5: National support for territorial development – Regional Competitiveness and Employment Objective

Priorities 4 and 5 focus on developing public services for tourism at national level. The key aim is to reinforce management and marketing as a way of supporting the development of better national products and programmes. Creating standardisation systems and support for the marketing and development of national information and reservation systems is high on the agenda.

It has been stated as follows: The Programme will be used to support cultural services and national cultural centres. Funds will also be made available for the renovation of monuments that are important to the Czech Republic's cultural heritage.

#### **Breakdown of finances by priority axis in €**

<b>Priority Axis</b>	<b>EU Investment</b>	<b>National Public Contribution</b>	<b>Total Public Contribution</b>
Modernising public administration – Convergence Objective	310,602,133	54,812,141	365,414,274
Modernising public administration – Regional Competitiveness and Employment Objective	23,892,472	4,216,319	28,108,791
ICT for territorial public administration	170,831,173	30,146,678	200,977,851
Improving the quality and accessibility of public service	545,106,743	96,195,308	641,302,051
National support for tourism – Convergence Objective	60,567,416	10,688,368	71,255,784
National support for tourism – Regional Competitiveness and Employment Objective	4,659,032	822,182	5,481,214
National support for territorial development	420,865,890	74,270,451	495,136,341
Technical assistance – Convergence Objective	45,037,309	7,947,760	52,985,069
Technical assistance – Regional Competitiveness and Employment Obj.	827,994	146,117	974,111
<b>Total</b>	<b>1,582,390,162</b>	<b>279,245,324</b>	<b>1,861,635,486</b>

## **Regional operational programmes**

**The global objective** of the regional operational programmes is aimed at boosting development of the CR regions, at increasing their competitiveness and attractiveness for investment, and at enhancing the quality of life of the population, while respecting balanced and sustainable development of the regions following from utilisation of their potential. The Managing Authorities are Regional Councils of the individual cohesion regions.

Focus of Key Interventions: Interventions focus on two interrelated objectives – decreasing disparities in the socio-economic development level among and within cohesion regions, while respecting and making use of their social, economic and cultural characteristics as specified in regional development strategies. Within the scope of this objective the following measures are being implemented: interventions of regional dimensions that are a special part of thematic interventions, primarily business support including the spatial aspect of selected sector policies, the development of human resources and education, and the development of the transport network, interventions of explicit regional significance, that should, however, be complementary to thematic interventions implemented at the national level (in particular business activities, education, transport infrastructure), within two meanings; either on the basis of the subsidiarity principle they are addressed directly at the regional level (e.g., “brownfields”, transport services, tourism), or for synergy reasons, interventions financed from the ESF are connected at local level in particular with respect to priorities of the Education and Public Administration).

**There are seven regional** operational programmes (ROP) for the cohesion regions (NUTS II) with the total assigned amount of EUR 4.66 billion. These regions cover the whole territory of the Czech Republic except for the Capital City of Prague.

<b>ROPs</b>	<b>Priority Axes of ROPs</b>
<b>ROP NUTS II Southwest</b>	Priority Axis 1 – Accessibility of centres Priority Axis 2 – Stabilisation and development of towns and municipalities Priority Axis 3 – Development of tourism Priority Axis 4 – Technical assistance
<b>ROP NUTS II Southeast</b>	Priority Axis 1 – Accessibility of transport Priority Axis 2 – Development of sustainable tourism Priority Axis 3 – Sustainable development of towns and rural settlements Priority Axis 4 – Technical assistance
<b>ROP NUTS II Central Moravia</b>	Priority Axis 1 – Transport Priority Axis 2 – Integrated development and renewal of the region Priority Axis 3 – Tourism Priority Axis 4 – Technical assistance
<b>ROP NUTS II Northwest</b>	Priority Axis 1 – Urban regeneration and development Priority Axis 2 – Integrated support of local development Priority Axis 3 – Transport accessibility and services Priority Axis 4 – Sustainable development of tourism Priority Axis 5 – Technical assistance
<b>ROP NUTS II Northeast</b>	Priority Axis 1 – Development of transport infrastructure Priority Axis 2 – Development of urban and rural areas Priority Axis 3 – Tourism Priority Axis 4 – Development of business environment Priority Axis 5 – Technical assistance
<b>ROP NUTS II Moravia Silesia</b>	Priority Axis 1 – Regional infrastructure and accessibility Priority Axis 2 – Support for the prosperity of the region Priority Axis 3 – Urban development Priority Axis 4 – Rural development Priority Axis 5 – Technical assistance
<b>ROP NUTS II Central Bohemia</b>	Priority Axis 1 – Transport Priority Axis 2 – Tourism Priority Axis 3 – Integrated territorial development Priority Axis 4 – Technical assistance

### **European Territorial Cooperation Objective**

Within the European Territorial Cooperation objective there are five bilateral OPs of Cross-border Cooperation: namely the Czech-Bavarian (Germany), the Czech-Saxon (Germany), the Czech-Austrian, the Czech-Slovak and the Czech-Polish programmes.



*Operational Programme 'The Czech Republic – the Independent State of Bavaria'*

OP Priority Axes
Priority Axis 1 – Economic development, human resources and cooperation networks
Priority Axis 2 – Development of the area and of the environment

*Operational Programme 'The Independent State of Saxony – the Czech Republic'*

OP Priority Axes
Priority Axis 1 – Development of social framework condition in the eligible area
Priority Axis 2 – Development of economy and tourism
Priority Axis 3 – Improvement of situation of nature and environment
Priority Axis 4 – Technical assistance

*Operational Programme 'Austria – the Czech Republic 2007–2013'*

OP Priority Axes
Priority Axis 1 – Social economic development, tourism and know-how transfer
Priority Axis 2 – Regional accessibility and sustainable development
Priority Axis 3 – Technical assistance

*Operational Programme 'The Slovak Republic – the Czech Republic'*

OP Priority Axes
Priority Axis 1 – Support of social, cultural and economic development and cooperation in the cross border region
Priority Axis 2 – Development of the cross-border region accessibility and environment
Priority Axis 3 – Technical support

*Operational Programme 'The Czech Republic – Poland'*

OP Priority Axes
Priority Axis 1 – Strengthening of accessibility, environmental protection and risk prevention
Priority Axis 2 – Support of development of business environment and tourism
Priority Axis 3 – Supporting of local communities' cooperation
Priority Axis 4 – Technical assistance

*Operational Programme 'Transnational Cooperation'*

In cooperation with Austria, Poland, Germany (part), Hungary, Slovenia, Slovakia, Italy (part) and, outside the EU, with the Ukraine, the CR participates in international programmes of transnational cooperation in the Central European area.

*Operational Programme 'Interregional Cooperation'*

The CR participates in programmes of inter-regional cooperation, including ESPON II and INTERACT II programmes.

## **2.4. Findings, reality and examples**

The NSRF is a very complex and intricate document and it covers almost all economic and social sectors. Priorities are set so as to cover the needs of the agenda of all ministries of the Czech Republic. As indicated in Section 2.3., culture is especially perceived in terms of cultural heritage and as a factor that influences the development of tourism.

The Ministry of Culture has been involved in the negotiations and preparation of the Structural Funds and its main concern has been to enforce the financial support of the field of cultural heritage in two directions:

- renovation of cultural monuments
- digitalization

The reason for such involvement of the Ministry of Culture and also the regional authorities in the field of cultural heritage is the number of historical monuments in the Czech Republic and their chronic underfunding. The network of sites in the Czech Republic includes approximately 900,000 movable cultural sites, over 40,000 pieces of property (including 236 national cultural sites, and 12 sites listed as UNESCO World Heritage Site), 586 conservation areas and conservation zones. There are approximately 2,000 castles and approximately one in ten is accessible to the public. The heritage places were visited by 12.2 million visitors in 2007, and 16,557 cultural events (i.e., fencing and theater performances, concerts, exhibitions, etc.) were held on the premises of these monuments in the same year.

### **A. The Integrated Operational Programme (IOP)**

The Ministry of Culture also realized the possibility to finance digitalization projects through the Structural Funds, and therefore there was an agreement between the Ministry of Culture and the Ministry of Regional Development and the Ministry of the Interior (ministries responsible for the guidance and implementation of the programme) about the possibility to use the Integrated Operational Programme for the national support to unlocking the potential of cultural heritage (Axis 5.1) and for the support of digitalization – eCulture concept (Priority 2.1. ICT in local public administration).

#### **The Programme “We bring monuments back to life” (IOP Priority Axis 5.1)<sup>4</sup>**

- Within the framework of the Integrated Operational Programme Priority Axis 5.1 – National support of the unlocking the potential of cultural heritage

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<sup>4</sup> <http://www.kultura-evropa.eu/>

- The Ministry of Culture is an intermediate body of the IOP – Priority Axis 5.1 (IOP MK)
- The estimate of the amount of financial support is approximately CZK 6 billion (total amount of financial support from the European Regional Development Fund for the period 2007-2013 for the intervention area 5.1 is set to be EUR 212,762,461). An estimated administrative capacity is up to 2 projects for one region and the amount of eligible costs of each project is expected to be hundreds of millions of CZK.

The support to unlocking the potential of cultural heritage is realized through the programme “We bring monuments back to life”. Its goal is the renovation and use of cultural sites listed in the UNESCO Heritage List or in the national cultural heritage monument list. Projects of renovation and use of thematic groups of cultural heritage are supported as well as are the projects completing the current infrastructure for cultural services and cultural industry on the national level. The programme is focused exclusively on the projects of supra-regional (national) impact and a relatively small number of projects (approximately 20) will be supported.

The programme declares:

- The purpose and goal of the IOP MK is not a simple renovation of sites, but their recovery and return to society as well;
- IOP MK allows the sites to provide new services in the field of education and cultural development. It will be possible not only to visit monuments, but use them actively as well;
- Due to the cultural, educational and other publicly-beneficial activities, the operation of sites will not continue to burden public budgets and the region will become more attractive to the general public.

The programme also declares that it will support the following projects:

- Creating and streamlining of the national methodological centre for selected areas of cultural heritage;
- Implementation of the model reconstruction projects and use of the most important part of the immovable heritage fund of the CR;
- Improving the infrastructure for modern cultural services with a higher added value.

At the moment 3 projects of the programme have been finished and 16 projects are being implemented.

#### **Finished projects:**

**National Museum of Photography and Tapestry Workshop – Preservation and presentation of unique technologies**



The centre of indigenous crafts and unique technologies presents traditional crafts from the past, which slowly fall into oblivion. The centre offers cultural and educational services to the public focused on the traditional craft of hand weaving of tapestries and unique photographic techniques and provide other cultural services to the general public (tours, exhibitions, concerts, social events).

The budget of the project: CZK 154,110,311 (approximately EUR 6,164,412.44)

ERDF 85% – CZK 130,993,764, state budget 15% – CZK 23,116,547

<http://www.nmf.cz/>

#### **Villa Tugendhat – renovation of the villa and development and modernization of the study and documentation centre (SCD)**



The centre documents not only the issues connected to the villa, but also broker historic connections focused on the architecture of Brno from the beginning of the 20th century and the work of the architect Ludwig Miese van der Rohe.

The budget of the project: EUR 7 million (the budget covered by the financial instrument 85%)

The budget of the project: CZK 154,627,411 (approximately EUR 6,164,412.44)

ERDF 85% – CZK 131,433,299, state budget 15% - CZK 23,194,112

[www.tugendhat.eu](http://www.tugendhat.eu)

#### **Reactivation of key buildings and technological systems that are part of the national cultural heritage “Mine and coking plant and blast furnace Vítkovice Ironworks”**



The centre consists of a multifunctional assembly hall for educational activities of the Technical University and other schools or educational institutions, the exhibition “World of Technology”, reconstructed blast furnaces and process equipment for the study and presentation purposes.

The budget of the project: CZK 500,000,000 (approximately EUR 20,000,000)

ERDF 85% – CZK 425,000,000, state budget 15% – CZK 75,000,000

[www.dolniblastvitkovice.cz](http://www.dolniblastvitkovice.cz)

## Unfinished projects

**Broumov: “Educational and Cultural Centre Broumov – revitalization of the monastery”**



**Kutná Hora: “Stone and Light – revitalization of the interior of St. Barbara cathedral in Kutna Hora”**



**Valtice: “Theatre and Dance National Centre – renovation and use of the buildings of the state castle”**



**Sázava: “Centre of glass art in the František Glassworks”**



**Plasy: “Architectural Heritage Centre – renovation of cloister”**



**Teplá: “Sample recovery of the National Cultural Monument of the Premonstratensian Monastery”**



**Kroměříž: “Garden Culture National Centre – renovation and after-care of the gardens”**



**“Revitalization of Jewish Monuments in the Czech Republic - a centrally coordinated and methodically managed network of ten regional cultural and educational centres of Jewish culture, which will present a unique cultural**

heritage of the Czech Republic. Regional centres of Jewish culture are located in seven regions”



**Terezín: “The revival of historical monuments in Terezín”**



**Kuks: “Pomegranate – the renovation of devastated historic hospital”**



**Česká Krumlov: “Renovation and revitalization of cloisters in Český Krumlov”**



**Velehrad: “Centre of a cultural dialogue between Western and Eastern Europe – renovation of a national cultural monument”**



**Litomyšl: “Revitalization of the castle hill in Litomyšl”**



**Lednice: “Castle riding school – renovation of the national cultural monument”**



**Brno: “Villa Stiasni – CENTRE OF renovation of monuments of architecture of the 20th century”**



**Veltrusy: “Schola naturalis – revitalization of the Veltrusy castle and creation of the centre of the European Landscape Convention”**



In many cases these are important projects that can contribute to the development of tourism and improve the supply of cultural services in the Czech Republic. It is also evident that each project in its final form can vary considerably in quality. Nevertheless, several doubts and general findings can be expressed, on the basis of the author's participation in discussions and presentations of the projects listed above.

The main reason for the planned projects was to save historical monuments. To be financed by the Structural Funds, they have to extend goals of the projects and obligate /commit themselves to create interpretation centres.

The biggest problem seems to be the sustainability of the projects, because even though the programme aims not to burden public budgets in the future, the planned activities are mostly dependent entirely on public budgets. This applies, for example, to the interaction and collaboration with public schools or with cultural organizations that are subsidized from public funds. In reality some projects have a great problem to devise activities that would meet the aims and objectives of projects (activities of centres).

As a concrete project that of Valtice can be mentioned: "Theatre and Dance National Centre – renovation and use of the buildings of the state castle". Valtice is a small city situated 265 kilometres southeast of Prague on the Austrian border. It had the population of 3,671 in 2005. Valtice Castle is one of the most impressive Baroque residencies in Central Europe surrounded by an English park. The region has a great tourist potential; however, calling the project "Theatre and Dance National Centre" is bizarre because there are no significant dance or theatre companies in the region. The plan was to present a quality arts programme in the renovated historical riding hall of the castle, but the architectural design of the riding hall does not reflect the needs of performers.

On the basis of this example as well as other examples it is possible to conclude that the cultural heritage experts are not used to cooperating with the arts experts and many projects have not been properly planned. There also seems to be a lack of skilled managers, employees of the state and of regional organizations responsible for the implementation of the projects who would manage such large projects.

The programme does not offer an innovative approach and does not include the support of cultural and creative sectors in terms of the support of human resources, entrepreneurship and incubation services. Unfortunately, it is to be feared "that the use of the infrastructure to generate further developments in the creative economy will be

relatively scarce. The implementing organizations are largely in the public sector and the necessary creative and entrepreneurial skills are not stimulated.”<sup>5</sup>

### **eCulture concept – Digitalization (IOP Priority Axis 2.1)**

- In the framework of the Integrated Operational Programme – Priority 2.1 ICT in local public administration
- The Ministry of Culture has prepared and financed several projects and applications in cooperation with the organizations financed by the Ministry of Culture. Priority 2.1 is implemented by the Ministry of the Interior.

In the beginning of the current SF period, several huge digitalization projects were planned by the Ministry of Culture and with its support several feasibility studies and applications were prepared for digitalization of various objects from the field of historical monuments, libraries, audio-visual sector, archives, theatres, museums. However, only one application has been successful, namely the project of the National Digital Library. The budget of the project had been originally significantly higher, but was cut down during the tender procedure.

#### **Project: The National Digital Library System (NDL System)**

The project is implemented by the National Library of the Czech Republic (NL CR) and the Moravian Library (ML) in Brno (national organizations financed by the Ministry of Culture).

The NDL project is one of the basic projects of the eCulture concept implemented within the framework of the national strategy of digitalization of the Ministry of Culture. The goal is to protect the Czech national cultural heritage and to give access to the public to its content. The NDL system consists of four basic subsystems and a number of ancillary subsystems. All of the subsystems will be built on the basic technological infrastructure, including the servers, deposit storage, network and basic drivers. This infrastructure will emerge from an expansion of the existing technological environment already in operation at the NL CR and ML.

#### **Objectives:**

- The digitalization of a significant part of the *Bohemica* of the 19th–21st centuries, i.e., books issued in the Czech Republic, written in Czech or

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<sup>5</sup> Comments about programmes in Greece and Portugal taken from CSES / ERICarts, *Study on the Contribution of Culture to Local and Regional Development – Evidence from the Structural Funds*, final report (2010). Available at [http://ec.europa.eu/culture/documents/annex\\_ii\\_a.pdf](http://ec.europa.eu/culture/documents/annex_ii_a.pdf).



discussing the Czech lands. By the end of 2019, a total of more than 50 million pages, hence approximately 300,000 volumes, will have been digitalized;

- The long-term preservation of documents in a reliable digital repository, which will provide a space for the safekeeping of already digitalized documents as well as digital documents created or acquired in the NDL project and within other projects;
- Making digital documents accessible in a uniform, user-friendly interface.

Financial instrument: European Regional Development Fund

Budget: EUR 12 million (85% SF, state budget 15% – Ministry of Culture)

Project duration: 2010 – 2014

<http://www.ndk.cz/narodni-dk>

According to the information, the Ministry of Culture at this moment prepares to update existing plans and apply again in cooperation with organizations financed by the Ministry.

#### **National support for tourism (IOP Priority Axis 4)**

Another possibility of financing cultural projects within the framework of the Integrated Operational Programme is presented by Priority 4. Several smaller projects connecting cultural heritage and tourism can be identified among supported projects, as in the example presented below.

**Project:** Vibrant cities - live monuments

IOP Priority Axis 4, National support for tourism

The project was implemented by the NGO Terra nostra

Budget: CZK 9,128,000 (EU grant: CZK 7,758,800 (approximately EUR 310,352))

The aim of the project is to present Czech heritage monuments and city sites in an imaginative, entertaining and educational way. The project aims to attract families with children, the younger generation and the general public. A key activity of the project is the realization of artistic mobile roadshows in 23 cities of the Czech Republic. Another activity is a tour of festival performances and programmes for schools. All project activities are implemented mainly in the Czech historical cities.

<http://www.terranostra.cz/projekty/ziva-mesta-zive-pamatky-2/>

## **B. Regional Operational Programmes**

The definition of culture and its support differs in regional programmes. The support of culture as a specific field of the intervention is mentioned only in the ROP South – West (3.2 revitalization of cultural sites and use of cultural heritage for the development of

tourism); nevertheless, it is possible to identify two basic streams in the support of culture:

As part of the development of tourism (revitalization of historical monuments, building of cultural infrastructure, renovation of protected areas and sites, building information and orientation systems in relation to cultural heritage, ensuring and promoting important cultural events).

As part of the stabilization and development of urban and rural areas, towns and municipalities, town centres (brownfields regeneration for non-business purposes, regeneration of monuments, construction, renovation and equipment of civic facilities for culture and leisure).

Quite a lot of projects corresponding to the criteria of these streams can be identified in the lists of supported projects (renovation of historical monuments, renovation of city centres, renovated and new cultural infrastructure, development of tourism, marketing and promotion of cultural events). Unfortunately no reference can be made to a robust analysis and data mapping the use of regional programmes for culture.

Some examples of the projects financed by ROP North – East are presented hereafter:

**Project: Trutnov Community Centre for Culture and Leisure**



The project was realized by the Municipality of Trutnov

The budget: CZK 169,234,980; grant EU: CZK 182,956,736 (approximately EUR 7,318,269.44)

A new building of the cultural centre was awarded the title of “Building of the Year 2011”

**Project: 60 years of the International Opera Festival and the Promotion of the 51th round of the Smetana’s Litomyšl International Opera Festival**

The project was realized by the NGO Smetanova Litomyšl, o.p.s.

Priority Axis 3 – Tourism, 3.2 Tourism marketing and coordination activities

Budget: CZK 3,007,336

EU grant: CZK 2,556,235 (approximately EUR 102,249.4)

The goal of the project was the promotion and marketing of the most important cultural event of the region. The outputs of the project are: printed promotion materials, internet news from the festival, targeted advertising in professional journals and on the Internet,

a promotional spot for the media and a television production of promotional news programmes “Litomyšl day after day”.

### **C. European Territorial Cooperation Objective – Cross-border cooperation**

Support of culture is explicitly mentioned also in the Priority Axis 1 of the Operational Programme the Slovak Republic – the Czech Republic (Support of social, cultural and economic development and cooperation in the cross-border region). As in the case of regional operational programmes, culture can be supported through many other axes of cross-border cooperation programmes as part of the following: development of the area/region, tourism, support of local communities’ cooperation, development of social framework condition in the eligible area, etc. Cross-border cooperation in the field of culture is relatively frequent and includes many other traditional arts and cultural heritage activities and cultural tourism activities of a smaller scale such as mutual cultural events, promotion of tourism activities and promotion of mutual cultural history (festivals, showcases, exhibitions, promotion materials, etc.).

As a very specific and unique example, a project dealing with the theme of cultural and creative industries can be mentioned.

#### **Project: CreaClust: The Cross-Border Cluster Initiative for the Development of Creative Industry**

Programme of Cross-Border Cooperation between the Slovak Republic and the Czech Republic 2007-2013

Priority Axis 1: Support of Social-Cultural and Economic Development of Cross-Border Region and Cooperation; Area of Support: Development of the entrepreneurial and innovation environment. The project was submitted within the Priority Topic Area 3: Transfer of technologies and improvement of networks of cooperation between SMEs, SMEs and other enterprises and universities, institutions of higher education of any kind, regional organs, research centres and science and technology centres.

The project was implemented by the Tomáš Baťa University in Zlín (Lead Partner – CZ) and the University of Alexander Dubček in Trenčín (Main Cross-Border Partner – SK)

Term: 1.1.2011 – 31.12.2012

Budget: ERDF EUR 223,324.84, Next to 85% funding from ERDF, within the Czech budget, the Czech partner provided 10% and Czech state budget 5%; within the Slovak budget, the Slovak partner provided 5% and the Slovak state budget 10%

The primary aim of the project is to establish a cross-border creative industry-based network to facilitate long-term cooperation between the Zlín and Trenčín regions. The

project has the ambition to contribute to the border area integration, development and connection, articulation of traditions and artistic & cultural heritage with modern development of the creative industries, motivate business and regional cooperation and involve the border regions further and deeper in the European actions newly characterised by the rise of the concepts of creative cities, regions and communities.

Activities:

- Mapping and analysis of the current situation and creative industry development potential (including economic aspects) in the cooperating regions, statistical quantification of the regions' index of creativity;
- Selection of the most promising creative industry sectors; facilitate cooperation of companies, organizations and institutions in the network based on the Triple Helix model (academic, non-government, and business representatives);
- Establishment of international contacts and cooperation to secure knowledge transfer in the area of a successful creative industry cluster development initiatives and regional creative initiatives;
- Organization of the opening and closing conferences, two accompanying conferences and seminars;
- Development of a suitable organizational (cross-border) creative cluster cooperation model, identification of future projects and formulation of a joint operational plan for creative, educational, business and conceptual collaboration within the cluster;
- Definition of the needs and requirements of creative industry companies regarding education, qualification and other HR specific features.

Indicators: 250 participants at seminars; 7 published papers; 8 presentations at conferences; 21 organizations involved in the cluster initiative;

As a result of the project the regional audio-visual cluster has been initiated and founded by the Tomáš Baťa University in Zlín (Faculty of Multimedia Studies) in the end of 2012.

As the answer to the questions "How was the project made possible?", "Which authority was it necessary to convince?" and "What arguments were used?", the project leader answered as follows: "The project, as the first one of its kind in the Czech Republic and Slovakia, applies the concept of clusters on the sector of cultural and creative industries. As the funding of such project is not available through any other generic fund (national, regional and/or local public authorities or Structural Funds managing authorities have not included this topic in their programmes), the OP CR-Slovakia (similarly as Austria-CR in South Bohemia) partially compensates for the existing gap. As this is not a satisfactory state, the support of cultural and creative industries, and service-related and non-technological innovation sector in general, should be broadly included in the regional/local strategic or national policy documents

and within the 2014-2020 programming process. A managing and implementation agency should be established by the government to focus on and promote these new drivers of competitive economy”<sup>6</sup>.

#### **D. Other Thematic and Competitiveness Programmes**

Other operational programmes are defined in a rather general way and therefore it is possible to support culture/cultural and creative sectors within the framework of these programmes. The support of “cultural” projects has been identified in the following programmes:

- OP Human Resources and Employment (OP HRE)
- OP Education for Competitiveness (OP EC)
- OP Prague - Competitiveness (OP PC)
- OP Prague - Adaptability (OP PA)
- OP Enterprise and Innovation (OP EI)
- OP Research and Development for Innovations (OP R&DI)

This support is nevertheless rather random. Most supported projects can be expected in the field of education, and rather exceptionally in the field of employment and entrepreneurship.

In the field of **education**, supported by the Operational Programme Education for Competitiveness, funded under the European Social Fund, probably hundreds of projects dealing with culture and arts could be identified. There are quite many projects focused on intercultural dialogue and intercultural education, optimization of artistic curricula, art education, etc. The beneficiaries are art schools of all levels, municipalities and cultural organizations. Several projects focused on the cooperation between the universities and the private sector have also been identified.

Education can be supported also by the OP Prague – Adaptability (OP PA) funded by the ESF and in this programme several supported projects dealing with culture can be identified as well.

#### **Project: Communication and interactive platform for the textile and clothing industry**

OP Education for Competitiveness (OP EC), Priority Axis 2 – Tertiary Education, research and Development, Priority Topic Area: Partnership and Networks

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<sup>6</sup> The description of the project written by Pavla Břusková for the material for the OMC working group for cultural and creative industries of the European Commission in 2010

The project was implemented by the Technical University in Liberec  
Budget: CZK 10,987,930 (approximately EUR 439,517.2)

The aim of the project is to strengthen the relationship between a university centre in the Czech Republic engaged in R & D and education in the field of textile and clothing sector, the Faculty of Textile of the Technical University in Liberec and private sector entities (textile and clothing industry companies and customers of these companies which use textiles in sports, medical, agricultural and industrial-type applications).

The objectives of the project are:

- Establishment of a contact point;
- Faculty staff training in skills aimed at developing these contacts;
- Development of internships for the Faculty of Textile staff and motivated students;
- Creating a system to share data (web platform);
- Regular meetings (workshops, round tables, conferences);
- Offer and consulting of cooperation projects, assistance in finding partners;
- Offer of joint exploitation of research and development capacities;
- Database of good practice;
- Promotion of R & D results and of the potential of the sector.

[www.tul.cz](http://www.tul.cz)

**Project: Development of the cooperation of the Academy of Arts, Architecture and Design in Prague with companies in order to link courses with practice**

OP Prague - Adaptability (OP PA), Priority Axis3 and Topic Area: Modernisation of initial education

The project was implemented by the Academy of Arts, Architecture and Design in Prague.

Term: 2010 – 2012

Budget: CZK 5,941,506

The aim of the project is to enable students to implement their tasks in real industrial environments and their direct involvement in the development of specific products. Within the project, a number of specific long-term concepts of collaboration with industry will be created in the fields of product design, architecture, textile, fashion, metals, ceramics and porcelain and glass design. Outputs are presented at trade fairs of design in Milan, Frankfurt, London and Prague and also at 'Designblok', 'Styl' and 'Kabo' in Brno. The project has been designed for 8 departments of this Academy.

[www.vsup.cz](http://www.vsup.cz)

**Employment** is supported by the OP Human Resources and Employment (OP HRE, funded by the ESF) and OP Prague – Adaptability (OP PA, also funded by the ESF).

In 2007, the study *Initial Analysis of the Current Labor Market Links with the Cultural Sector and Defining Assumptions for Strategic Planning in Employment in this Sector* was commissioned by the Ministry of Labour and Social Affairs and realized by the Arts and Theatre Institute, proCulture and EUCP. The paper contains recommendations for the use of the OP HRE for the cultural sector and found out that all 5 Priority Axes (Adaptability, Active Labour Market Policies, Social Integration and Equal Opportunities, Public Administration and Public Services, Transnational Cooperation) could be used for employers and employees of the cultural sector. In reality only a few projects regarding the cultural and creative sectors can be identified. This also applies to the case of the OP Prague – Adaptability (OP PA).

Examples of one of the most strategic and biggest projects dealing with the theme of employment and a good practice example from the Prague programme are presented hereafter.

**Project: Increasing the adaptability of employees of cultural organizations**

OP Human Resources and Employment (OP HRE), Priority Axis – Adaptability.

The project was implemented by the Union of Employers

Budget: CZK 29,645,752 (EU grant: CZK 25,198,889 (approximately EUR 1,007,955.56))

The project responds to the current development of the national economy, particularly in the field of culture. The aim of the project is to increase the adaptability of employees of cultural organizations associated in employers' unions (Association of Professional Theatres, Association of Symphony Orchestras and Choirs, Association of Czech Museums and Galleries, and Association of Librarians and Information Professionals).

The objective was achieved through education of employees (soft skills training, IT courses). The project lasted three years and produced an integrated support system for the dissemination of information and consultancy. The output of the project is also a paper concerning the transition of artists, especially dancers who finish their careers at a very early age to another job. The paper contains the proposal of a pension system for dancers made in cooperation with a bank.

<http://kultura.monitorovani.eu/projekt.php>

The support of **entrepreneurship and innovation** in cultural and creative sectors is rather limited. The one of the reasons is that **OP Enterprise and Innovation (OP EI,**



funded by the ERDF) is focused mainly on the manufacturing industry and Topic Areas of support are often directed to limited industrial activities according to NACE codes. It is for example the case of the support of clusters through OP EI.

OP EI has 7 Priority Axes. It can be estimated that several dozens of projects implemented by cultural and creative operators were supported via the START credit programme focused on start-ups and the Progress programme focused on the development of existing companies. Probably the highest number of cultural projects has been supported via the Marketing programme and the smallest number of projects via the Development, Potential Innovation programme. The research of supported projects is extremely difficult as in the list of supported projects it is not possible to recognize the type of beneficiaries.

Entrepreneurship and innovation can be financed also by the OP Prague – Competitiveness (OP PC, funded by the ERDF) and several projects of cultural and creative operators were identified among the supported projects.

As for **innovation**, the priority of the support is technological innovation. Innovation is supported through two operational programmes: OP Research and Development for Innovations (OP R&DI, funded by the ERDF) and the above-mentioned OP Enterprise and Innovation (OP EI).

**OP R&DI**, Priority axis 4 – Infrastructure for university education related to research – aims at the support of projects which demonstrate the inadequacy of the existing infrastructure. The emphasis is on the technical and natural sciences, but it also includes non-technical and innovation fields such as economics and management, training/education, public administration, selected fields of social sciences, as well as applied arts and design. For this priority axis, the amount allocated from the ERDF is EUR 414 million, i.e. 20% of the OP. Until the end of 2012 only two calls have been opened in the programming period 2007 to 2013 with the total allocation of CZK 11.1 billion. The list of beneficiaries consists of 29 supported projects, and only in four cases were they Faculties of Humanities.

The OP EI introduces a specific objective for the “Implementation of technical and non-technical innovation (innovative management systems) in companies starting with the production of prototypes and their verification to increase their competitiveness” (the Priority Axis 4 Innovation). For the so far four calls for innovative projects there was CZK 15.24 billion available. All calls were explicitly specified also for non-technological innovation. Organizational innovation has been described as the introduction of new methods of organizing business processes and cooperation with companies and public institutions and marketing innovations such as the introduction of new distribution



channels. Until 1 November 2012, the OP EI supported 838 projects in the field of innovation projects and less than 3% were devoted to non-technological innovation.

Since the two above-mentioned programmes are designed only for regions, innovation in the Capital City of Prague is financed through the Operational Programme Prague – Competitiveness (OP PC). In the Priority Axis 2 – Innovations and Enterprise 7 calls with grants of CZK 3 billion were implemented and 143 projects completed. 1% of projects dealt with non-technological innovation and about 4% focused on design.

### **3. SWOT Analysis**

This Section provides the analysis of the strengths, weaknesses, opportunities and threats of the Structural Funds investment in the cultural sector in the Czech Republic. The analysis is based on the findings on culture and Structural Funds in the period 2007–2013 and the outputs of the research projects focused on mapping cultural and creative industries in the Czech Republic implemented by the Arts and Theatre Institute since 2007. The SWOT analysis deals with the whole country.

#### ***Strengths***

- In the funding period 2007 – 2013, culture is present in the programming documents and gained support by Structural Funds in the Czech Republic. The Ministry of Culture has been for the first time directly involved in the negotiations, preparation and implementation of the Structural Funds (unlike in the period 2004–2006). The support of culture appears in the priority axes of several programmes (Integrated Operational Programme and Regional Programmes). The other thematic programmes are defined in a rather general way and there is a possibility to use them for the support of cultural and creative sectors (regional development, education, employment, entrepreneurship). There is a sufficient amount of supported projects and practical experiences which can be evaluated and serve as examples of good and bad practices for designing future strategies.
- A relatively high number of culturally-oriented projects as part of the development of the region, tourism, support of the local communities' cooperation, development of social framework conditions, etc. have been supported within the framework of cross-border cooperation programmes. Many regional cultural organizations gained skills in the implementation of cooperation projects.
- Thanks to research projects on the mapping of cultural and creative industries in the Czech Republic, thanks to the European Capital of Culture project and

thanks to the outputs of the OMC working groups and studies commissioned by the European Commission, the awareness of the potential and importance of cultural and creative industries in the Czech Republic is increasing across the country, among cultural institutions, entrepreneurs and decision-makers. The opportunity to use the Structural Funds for the support of the cultural and creative sectors also started to be recognized by professional associations and umbrella organizations. The cultural sector is ready for a change and cultural professionals working in the network are able to formulate their needs and principles for modern cultural policies.

- The Czech Republic has a long-term and rich tradition in many cultural and creative sectors. THE Institutional basis of the cultural and creative sectors is at a relatively good level, is stable and relies on a rich and long tradition. It has a relatively good and widespread infrastructure and a network of cultural institutions. The value chains, characterized by phases of development – production – distribution – presentation / consumption are secured and their segments do not show deficiencies or gaps.

### **Weaknesses**

- In the Czech Republic the potential of the cultural and creative industries for growth, employment and competitiveness has not been appropriately recognized yet. The importance of culture for other sectors in terms of stimulation and exploitation of creativity has not been sufficiently appreciated yet. The term ‘cultural and creative industries/sectors’ does not appear in the NSRF for the period 2007–2013.
- The strategic support in the current programming period of the Structural Funds is oriented primarily towards cultural heritage in connection with tourism. The importance of the strategic support to other fields of culture and a greater emphasis on the support of human resources (skills and competences) and entrepreneurship has been neglected. This attitude reflects the standpoint and priority of the Ministry of Culture and regional authorities who are responsible for designing the Structural Funds. Since 1989 cultural heritage (especially monument preservation) has been prioritized at the expense of other cultural sectors in Czech cultural policy.
- There are no overall robust data concerning the financial volume of co-financing by EU Structural Funds in the cultural and creative sectors in the Czech Republic. The number of projects is unknown either. No studies and analyses mapping the use of the Structural Funds for the support of culture have been commissioned by the state or regional authorities.
- While there is a possibility to use the Structural Funds for programmes that are not primarily aimed at promoting culture (thematic and regional programmes for

the support of entrepreneurship, education, employment and regional development) stakeholders in the cultural and creative industries are not usually able to orientate themselves in a complex system and they do not take advantage of the offer. Professional and umbrella organizations which could play a significant role as mediators are relatively weak and do not have sufficient capacity to find suitable programmes and draft applications.

- The beneficiaries of the supported projects have been complaining about the administrative complexity and indicators which are not suitable for cultural activities, especially in the programmes not primarily focused on culture.

### ***Threats***

- Strategic investment in the sector of cultural heritage only is by no means a guarantee of a future prosperity and high competitiveness of the Czech Republic and a guarantee of a prosperous sector of cultural tourism either. The very sad, but also very valuable experience from EU Member States such as Greece and Portugal, clearly shows that massive but in most cases completely isolated investments into the rehabilitation of cultural heritage and the related infrastructure cause long-term serious problems mainly from the point of view of their sustainability.
- In the Czech Republic the Structural Funds are associated with many corruption scandals. This corruption is mainly associated with the financing of political parties, manipulations of public procurement and bribes. Recently there have been several cases when politicians and civil servants were accused and arrested in connection with the Structural Funds. If actions eliminating corruption are not taken in the future programming period, there is a risk that programmes and projects promoting cultural and creative sectors will be exposed to corruption as well.
- There is still a lack of political will to enforce a support of the cultural and creative sectors in a horizontal way, bringing together different stakeholders from cultural, educational and economic areas, creating working groups, involving creative entrepreneurs, cultural operators, mapping and analysing the state and needs of cultural and creative sectors. The top-down approach is still predominant in the procedure of the preparation of the Structural Funds as well as other strategies in the Czech Republic.
- Due to the economic crisis and cuts in public budgets there is a risk that limited resources for co-financing will be available in the future period of Structural Funds.

### **Opportunities**

- In accordance with the definition of culture in the EU (Green Paper on unlocking the potential of cultural and creative industries, European Commission, 2010; ESSnet Culture working group within EUROSTAT), the Czech Republic has the economic data on culture and its first results (data for 2009 and 2010). The economic data on culture offer a comprehensive overview of the situation of the different areas involved in the cultural and creative sectors and can be used as a basis for support strategies.
- There is an opportunity for the supported projects within the framework of the programme “We bring monuments to life” and of regional programmes focused on the renovation and use of cultural sites to optimize, broaden and focus their future activities also on the support of entrepreneurship which would enable sustainability of these projects.
- Operators of cultural and creative industries in the Czech Republic have begun to emancipate themselves and they are more able to define and lobby for their needs. Recently, for example, the film stakeholders and operators established the Film Council to enforce the adoption of the Act on Cinematography, which is a comprehensive strategy for the support of film industry in the Czech Republic. The research project *Mapping Cultural and Creative Industries in the Czech Republic* has recently offered the support to professional and umbrella organizations of the cultural and creative sectors to create a platform.
- The findings of the research project mentioned above have proved that there is a potential for the cultural and creative sectors in the Czech Republic. In addition to the strong publishing industry, advertising, architecture and design, there is an emerging successful sector of videogames. Czech developers are not only able to create well-marketed costly titles and succeed with them abroad, but they are particularly good at developing high quality low-cost projects, which can be distributed by new channels (digital distribution, social gaming and mobile devices). The potential of these sectors can be unlocked by the Structural Funds and they could bring an added value to the existing predominance of the manufacturing industry in the Czech Republic.
- The Structural Funds could be used for solving the needs identified in the cultural and creative sectors in the Czech Republic: the goods and services (including non-profit activities) of the cultural and creative sectors are numerous, but rarely competitive with regard to the application of new trends using information and communication technologies. The Czech cultural and creative sectors are not very active in the introduction of new business and distribution models; they rather wait for proven models from abroad. Czech entrepreneurs are not willing to take risks and experiment. Achievements of the Czech cultural and creative sectors are rather rare and they depend on the

effort of creative individuals and companies which are able to succeed in the domestic market as well as abroad without the strategic state or regional support.

#### **4. Priorities for Cultural Investment 2014–2020**

With reference to the Thematic Objectives of the Commission's proposal for the Common Strategic Framework 2014–2020, the following specific recommendations can be made regarding investment priorities intended to make a better use of the potential of culture and creative industries. The proposal builds on the European Commission's "Staff Working Document" entitled "Elements for a Common Strategic Framework", adopted by the Commission on 14 March 2012, which lists 11 Thematic Objectives<sup>7</sup>.

##### **1. Strengthening Research, Technological Development and Innovation**

###### **Support for the infrastructure, clusters, innovation**

- **Infrastructure:** CCIs need suitable premises with a creative atmosphere for collaboration and networking. In the Czech Republic there are a few co-working centres (hubs) which demonstrate the viability and would deserve strategic support. The support could be devoted to linking the hubs with creative incubators and/or building special creative incubators and/or broadening services of innovation centres for CCIs (there are several project plans in the Czech Republic across country).
- **Clusters:** bring together different stakeholders (producers, service providers, related industries, academic institutions, public organizations, companies, investors, NGOs). Clusters are supported through the Structural Funds in the current period; however, only economic activities listed according to the NACE are eligible (the CCIs are not among them). The only cluster project has been supported by the cross-border cooperation programme – see the Project CreaClust.
- **Innovation and research** – Special and extraordinary attention within the framework of the research and development support should be targeted at the support for the creation of new and high-quality content. The innovative content in combination with strong brands is the prerequisite for the competitiveness of

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<sup>7</sup> [http://ec.europa.eu/regional\\_policy/sources/docoffic/working/strategic\\_framework/csf\\_part2\\_en.pdf](http://ec.europa.eu/regional_policy/sources/docoffic/working/strategic_framework/csf_part2_en.pdf)

the Czech CCIs in domestic and foreign markets. The support of innovative content in the CCIs is related to the issue of legitimizing non-technological innovation, and all pillars of intellectual property (not just patent rights, but also copyright and trademark and design rights) as forms of the fixation of innovation should be acknowledged.

## **2. Enhancing Access to, and Use and Quality of Information and Communication Technologies**

### **Support for the digitalization, ICT products and services**

- Digitalization is another important issue related to the development of CCIs. In the current period of the Structural Funds only one project has been supported (see the National Digital Library System project) so far. However, there is the National Strategy for the Digitalization of Cultural Content for the years 2010–2016 (Ministry of Culture, 2010) and the Ministry of Culture is ready to promote the topic of digitalization (digital access to cultural heritage, development of ICT products with cultural content for touristic and educational use) in the future period of Structural Funds.
- As for the access to ICT, many projects focused on this issue (not only broadband infrastructure, but also digital literacy training programmes) have been implemented in the previous and current periods of the Structural Funds especially by libraries and cultural centres. The support for this type of projects is desirable also in the future period.

## **3. Enhancing the Competitiveness of SMEs**

### **Promoting entrepreneurship and SMEs in cultural and creative sectors – capacity building, access to finance, export and internalization**

The promotion of entrepreneurship in the cultural and creative sectors in the Czech Republic has been very rare and has not been strategic so far. The cultural and creative sectors face a large number of obstacles, mainly due to their specific and atomized structure. In the Czech Republic as well this structure is dominated by SMEs, micro-companies and individual entrepreneurs (self-employed persons). It is therefore essential that programmes designed to promote entrepreneurship and innovation in the future period would be open and available for small, medium and micro enterprises (ideally also for self-employed persons) from all cultural and creative sectors according to the Czech satellite account (CZ-NACE – classification of economic activities).

- **Capacity building – business advisory services:** Entrepreneurs in cultural and creative sectors frequently lack relevant business skills in strategic business planning, marketing, project management and digitalization. To increase the performance and efficiency of Czech cultural and creative businesses it is necessary to support the development of business skills (knowledge of business plans, finance, market, intellectual property rights, marketing, development of products and services). The support of mediators (managers, agents and curators) who could secure financing, marketing and sales of the products and services is essential as well. It is necessary to ensure that representatives of CCIs have access to services intended for the general business development or that specific business support systems are established.
- **Access to finance:** The cultural and creative sectors in the Czech Republic have a very limited access to finance. Financial institutions have no experience with financial guarantees. The support of new methods of financing (financial engineering) would be important. The Czech Ministry of Industry and Trade has recently launched a project of a seed fund supporting start-ups and innovative projects. The project is financed by the Operational Programme Enterprise and Innovation of the current Structural Funds. There is still a question if this fund is suitable for, and accessible to the cultural and creative sectors. If not, there is a need to adjust this fund or set up special venture capital funds for the cultural and creative industries.
- **Export and internationalization:** Strengthening CCIs naturally increases their competitiveness in international markets. According to the recommendations of the paper *Cultural and Creative Industries in the Czech Republic*, most of the sectors highlighted the need to support the promotion and presentation of sectors at international festivals and fairs and in international cooperation, access to foreign markets and development of brand management. Even though some sectors are currently supported, this support is generally considered insufficient, non-strategic and uncoordinated.

#### **4. Supporting the Shift towards a Low-Carbon Economy in All Sectors**

- Cultural projects aimed at raising the awareness of the importance of a low-carbon economy as well as environment-friendly cultural projects should be promoted.



- The innovations especially in the sector of architecture (new materials, energy efficiency, etc.) and design as well as energy efficient modernisation of cultural infrastructure should be supported.

#### **5. Promoting Climate Change Adaptation and Risk Prevention and Management**

- Cultural projects aimed at raising the awareness of the importance of climate change adaptation should be supported.
- Research and innovation concerning the care of cultural monuments should be supported.

#### **6. Protecting the Environment and Promoting Resource Efficiency**

##### **Promoting cultural heritage and cultural tourism**

- The Czech Ministry of Culture is prepared to continue to invest in heritage sites in connection with tourism. Rural cultural heritage sites, brownfields in cities and urban cultural infrastructure have been recognized as important issues by regional authorities as well.
- More sophisticated projects taking into account the context of related infrastructure, promotion, etc. concerning cultural tourism concepts should be supported.
- In connection with the environment and tourism, cultural activities such as festivals or film locations tourism should not be neglected.

#### **8. Promoting Employment and Supporting Labour Mobility**

**Support to further education in cultural organizations, re-qualification courses, cooperation of schools and private and public sector (vocational training and internships, vouchers), support to the networks including their internationalization, incubators and co-working spaces for cultural and creative operators, support to mobility grant programmes aiming at better access to foreign markets.**

- There is a lack of good managers in the CCIs in the Czech Republic. There is a need to support targeted investment into the skills and capacity of staff



(language skills, management, project management, marketing, peer coaching, etc.) in all types of entities (private, NGOs and public) – see the project ‘Increasing the adaptability of employees of cultural organizations’. The projects such as re-qualification courses for specific cultural employees which are part of the proposed pension system for dancers could be supported by the Structural Funds.

- It is possible to build on the already supported projects linking art schools (high schools and universities) with practice. At this moment several academies and universities are starting or planning the establishment of creative incubators.
- In the Czech Republic there are a few co-working centres (hubs) which demonstrate the viability and would deserve strategic support. The support could be devoted to linking the hubs with creative incubators and/or building special creative incubators and/or broadening services of innovation centres for CCIs (there are several project plans in the Czech Republic across country).
- Networks in the Czech Republic (professional and interest groups) in many areas of cultural and creative industries are relatively weak, inefficient and inflexible. They do not have a sufficient capacity to create an added value for the area that they represent. It is necessary to motivate behaviour change of networks which are often rather passive, mostly due to a lack of capacity, and promote new forms of broad-scale cooperation across fields and sectors among culture, business and education, among different types of stakeholders (policy makers, private, public and academic sectors, NGOs). Networks are important for the exchange and transfer of experience and strengthening the international dimension and export.
- The mobility schemes in the Czech Republic are only few and they have a lack of funds.

## **9. Promoting Social Inclusion and Combating Poverty**

**Support to cultural projects focused on the integration of socially-excluded communities and individuals, promoting intercultural dialogue, support to cultural projects of revitalisation of deprived areas and urban regeneration**

- In the Czech Republic there already is a number of cultural projects that work with socially excluded communities and foster intercultural dialogue (minorities – especially Roma, seniors, immigrants, the sick, the homeless, drug addicts,

and so on).<sup>8</sup> The support of social enterprises who suffer because of a lack of capacity should be more strategic and more generous.

## **10. Investing in Education, Skills and Lifelong Learning**

### **Support to creativity, talents and skills**

- Promoting alternative teaching methods focused on the development of individual creativity
- Increase participation and involvement of students in artistic activities including launching new educational framework programmes
- Linking arts education with technology (experimental art laboratories, new education curricula – for example, for video games and special visual effects)
- Promoting and encouraging creative partnerships (involvement of artists in educational projects)
- Support projects linking art schools and businesses (consulting services, scholarships, vouchers)
- Integrate entrepreneurship knowledge and skills in curricula of art schools
- Promoting partnerships between different levels of art schools
- Promoting partnerships between art schools and public institutions
- Promoting and improving creativity of persons working in “non-creative” occupations such as administrators, marketers, managers, producers, etc.
- Promoting intercultural competences
- Promoting arts management education curricula

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<sup>8</sup> *Artists for Society / Umělci pro společnost*, Arts and Theatre Institute, 2010  
<http://new.institutumeni.cz/cs/umelci-pro-spolecnost>, [www.mezikulturnidialog.cz](http://www.mezikulturnidialog.cz).

## **11. Enhancing Institutional Capacity and Ensuring an Efficient Public Administration**

**Raising awareness, mapping, analysing, transversal cooperation of policy decision-makers and stakeholders, policy synergies, capacity development projects for the state and regional organizations and NGOs, robust research on the use of the Structural Funds for culture and CCIs in the current financial period.**

- Since in the Czech Republic the potential of the cultural and creative industries for growth, employment and competitiveness has not been appropriately recognized yet, it would be desirable to launch a special umbrella programme aimed at increasing awareness and mapping of the cultural and creative sectors such as the Creative Estonia project. The activities should include providing information through a web portal, organizing seminars and conferences, publishing papers, networking support, providing consultancy, etc.
- Mapping (to determine the condition and needs of cultural and creative industries) at all levels (local, regional, state), both quantitative and qualitative, is the primary prerequisite for developing strategies and should precede or be part of any particular project. To identify strengths and weaknesses of CCIs, analyses, papers, interpretation of statistical data, establishing a database of good practices and the like should be supported.
- In the Czech Republic the top to bottom approach is still predominant in the procedure of the preparation and launching strategies in the Czech Republic. Therefore the political will and support to platforms and working groups across ministries, regional authorities, public organizations and NGOs, operators of CCIs, commercial chambers, development agencies, innovation centres, etc. is essential.
- Support to projects focused on better governance, efficiency, management and evaluation of cultural institutions. In the Czech Republic there are still problems with legal forms of cultural institutions which do not correspond with the practical needs of organizations, therefore projects focused on the evaluation and change of the current legislative framework should be supported as well.

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