

dr.
**Patrycja
Żegleń**

**KORIŠTENJE JAVNO-PRIVATNOG
PARTNERSTVA (JPP) U RAZVOJU
TURISTIČKOG GOSPODARSTVA**
Primjer Podkarpatske regije, Poljska

**THE USE OF PUBLIC-PRIVATE
PARTNERSHIP (PPP) IN THE
DEVELOPMENT OF THE
TOURISM ECONOMY**
The example of the Podkarpacie
region, Poland

SAŽETAK: Autorica kroz provedbu ideje javno-privatnog partnerstva (JPP) predstavlja pitanja povezana s turističkim gospodarstvom Podkarpatske regije u Poljskoj. Rasprava se temelji na rezultatima istraživanja provedenog 2008. godine. Istraživanje se odnosilo na perspektive korištenja formule JPP-a za razvoj turizma u Poljskoj, koristeći primjer Podkarpatske regije i to uglavnom njezinih najprivlačnijih dijelova. Dan je opći pregled atrakcija Podkarpatske regije te su predstavljeni dokumenti koji se bave pitanjima turističkog gospodarstva.

KLJUČNE RIJEČI: javno privatno partnerstvo, turističko gospodarstvo, Podkarpatska regija, Poljska

ABSTRACT: The author presents issues connected with the tourism economy of the Podkarpacie region, Poland, through the implementation of the public-private partnership (PPP) idea. The discussion is based on the results of research conducted in 2008. The research concerned perspectives of using the PPP formula to develop tourism in Poland, using the example of the Podkarpacie region and mainly its most attractive districts. An outline of the attractions of the Podkarpacie region as well as documents raising tourism economy issues are presented.

KEY WORDS: public-private partnership, tourism economy, Podkarpacie region, Poland

UVOD

Javno-privatna partnerstva su postala popularan pristup za razvoj infrastrukture. Zaista, od sredine 1980.-tih, ideja partnerstva u obnovi i razvoju gradova bila je tema brojnih rasprava u zapadnim zemljama (Brooks H., Liebman L., Schelling C. S., 1984.). Proteklih je godina javni sektor sve više postao značajan čimbenik u revitalizaciji urbanih odredišta u čitavoj Poljskoj. Iz tog se razloga u Poljskoj sve češće pojavljuje formula javno-privatnog partnerstva. Ona se definira kao suradnja između javnog i privatnog sektora u skladu s čvrstim pravilima. Postoje brojne definicije koje se odnose na taj pojam. Europska komisija u svojim Smjernicama za uspješna javno-privatna partnerstva iznosi sljedeću definiciju: "Javno-privatno partnerstvo je oblik suradnje između javnog i privatnog sektora radi pružanja usluga koje je tradicionalno pružao samo javni sektor" (Smjernice za uspješna javno-privatna partnerstva, 2006.). Općenito, u tom obliku suradnje postoji podjela rizika i odgovornosti između oba sektora ili partnera. Istovremeno, javni sektor ima nadzornu ulogu, a privatni je sektor izvršno tijelo. Oba partnera imaju različite koristi od suradnje. U slučaju javnog partnera, najvažnija su pitanja primjerice: socijalno zadovoljstvo, kraće vrijeme provedbe ulaganja, jačanje društvenog povjerenja itd. Privatni partner ostvaruje koristi od naknada i pristojbi povezanih s iznajmljivanjem i korištenjem zgrada i druge infrastrukture koja je predmet projekta javno-privatnog partnerstva. Profiti ovise o zbroju uključenih financiranja.

Slična definicija kaže da je JPP svaki oblik suradnje između dva sektora (javnog i privatnog) gdje ti partneri dijele kako dobit tako i rizike. Prema Nacionalnom vijeću za javno-privatna partnerstva (web adresa: www.ncppp.org, preuzeto 23. siječnja 2011.) "JPP je sporazum između jedinice javne vlasti i privatnog partnera utemeljen na komercijalnim razlozima." JPP se također jednostavno definira kao provedba

INTRODUCTION

Public-private partnerships have become a popular approach for infrastructure development. Indeed, from the mid 1980s, the notion of partnership in urban renewal and development has attracted much discourse in Western countries (Brooks H., Liebman L., Schelling C. S., 1984). In recent years, the public sector has increasingly become a major factor in the revitalization of urban locations throughout Poland. For this reason, the public-private partnership formula is more frequently appearing in Poland. It is defined as cooperation between public and private sectors according to fixed rules. There are lots of definitions concerning the term. The European Commission in its Guidelines for Successful Public Private Partnerships presents the following definition: "Public-private partnership is a form of collaboration between the public and private sectors in order to provide services which were traditionally delivered only by the public sector" (Guidelines for Successful PPP, 2006). In general, in this form of cooperation, there is a division of risk and responsibility between both sectors, or partners. At the same time, the public sector plays a supervisory role and the private sector is the executive body. Both partners have different benefits from the cooperation. In the case of the public partner, the most important are issues such as: social satisfaction, a shorter time for the realization of the investment, an increase in social trust, etc. The private partner's benefits come from charges and fees connected with the renting and use of buildings, and other infrastructure subject to the PPP undertaking. The profits are dependent on the sum of finances involved.

A similar definition maintains that PPP is every form of cooperation between two sectors (public and private), where these partners share the profits as well as the risks. According to the National Council for Public-Private Partnerships (website: www.ncppp.org, accessed on 23 January 2011) "PPP is an agreement between a public unit and

dugoročnih i kapitalno intenzivnih projekata. JPP je koristan za rješavanje lokalnih i regionalnih problema, osobito infrastrukturnih problema. Najpopularnija definicija JPP-a navodi da JPP uključuje i jedinice iz tercijarnog (neprofitnog) sektora – nevladine organizacije, kao što je „Caritas“ u Poljskoj.

JPP označava trajnu suradnju, za razliku od jednokratne privatizacije. Glavno pravilo formule JPP-a jest da javni sektor uvijek preuzima vlasništvo nad imovinom kada projekt završi. JPP se posebno odnosi na javne zgrade u Poljskoj. Javni sektor može igrati značajnu ulogu u pružanju pomoći privatnim partnerima u provedbi projekata koji su sposobni preživjeti na tržištu. Općine često koriste porezne i druge poticaje kao i niske troškove financiranja obveznicama kako bi osigurale da povrat ulaganja bude iznad minimalnog praga isplativosti kakav traži privatni kapital, istovremeno pomažući zajednici pružajući podršku projektima koji imaju gospodarski učinak (B.H. Tress, 2003.).

U sljedećim je odjeljcima riječ o oblicima javno-privatnog partnerstva koji su najpopularniji u Poljskoj, a koji utječu na lokalno i regionalno gospodarstvo. Članak je posvećen čimbenicima koji utječu na perspektive JPP-a u kontekstu turističkog gospodarstva Podkarpatske regije. Članak se temelji na rezultatima istraživanja. Opisuje nejasno institucionalno okruženje u kontekstu provedbe JPP-a. Pokazuje opseg JPP-a i trend primjene ovog oblika financiranja projekata.

Glavna je svrha ovog članka potvrditi univerzalno ponavljano mišljenje da je JPP izvrsna prilika za turističko gospodarstvo Poljske.

FUNKCIJE, OBLICI I ULOGA JAVNO-PRIVATNOG PARTNERSTVA U POLJSKOJ

Javno-privatna partnerstva (JPP-ovi) postala su inovativno rješenje za postizanje tri kritične strategije za poboljšanje kvalitete usluga u

a private partner based on commercial reasons.” PPP is also simply defined as the realization of long-term and capital-intensive projects. PPP is useful for solving local and regional problems, especially infrastructural problems. The most popular definition of PPP states that PPP involves units from the tertiary (non-profit) sector – NGOs, such as “Caritas” in Poland.

PPP means permanent collaboration, unlike one-time privatization. The main rule in the PPP formula is that the public sector always assumes ownership of the assets when the project finishes. PPP especially concerns public buildings in Poland. The public sector can play a significant role in assisting private partners to take market-viable projects to fruition. Tax and other incentives, as well as low-cost bond financing, are often used by municipalities to push returns above the private equity hurdle rate, while at the same time serving the community by supporting projects that have an economic impact (B.H. Tress, 2003).

The following sections discuss forms of public-private partnership which are the most popular in Poland and have an influence on the local and regional economy. The article is devoted to factors which influence PPP perspectives in the context of the tourism economy in the Podkarpacie region. The paper is based on research results. It characterizes a vague institutional environment in the context of PPP implementation. It shows the scope of PPP and the trend for applying this form of project financing.

The main aim of the article is to verify the universally repeated opinions that PPP is a great opportunity for the Polish tourism economy.

FUNCTIONS, FORMS AND ROLE OF PUBLIC-PRIVATE PARTNERSHIP IN POLAND

Public-Private Partnerships (PPPs) have become an innovative solution to achieve

gradovima: jačanje državnih kapaciteta za financiranje, poboljšanje učinkovitosti javnih ulaganja i korištenje stručnih znanja na području upravljanja usmjerenog prema potrošačima. Autorica pokušava prikazati kako angažirati privatni sektor u javno-privatnim partnerstvima na dobrobit društva.

Postoje različiti oblici JPP-a, ovisno o situaciji, partnerima i projektu:

1. Komercijalizacija (financijska autonomija javnih jedinica i njihova vlastitog proračuna, detaljna analiza troškova aktivnosti);
2. Ugovori o upravljanju (sporazum o upravljanju tvrtkom; privatni partner odgovoran za pružanje cjelovite usluge u javnom sektoru u određenom razdoblju);
3. Ugovori s vanjskim izvođačima (javni sektor potpisuje ugovor s tvrtkom, primjerice za obnovu zgrade; ti ugovori su obično kratkoročni i jednokratni);
4. Koncesija (glavni izvođač obnove obvezan je financirati projekt. To znači da je raspon odgovornosti i rizika izvođača veći od raspona rizika i odgovornosti javnog sektora).
5. BOT – izgradi-upravljač-prenesi vlasništvo;
 - BOO – izgradi-stupi u vlasništvo-upravljač;
 - BOOT – izgradi-stupi u vlasništvo-upravljač-prenesi vlasništvo;
 - ROT – obnovi-upravljač-prenesi vlasništvo;
6. DBFO – projektiraj-izgradi-financiraj-upravljač.

JAVNO-PRIVATNO PARTNERSTVO – TROŠKOVI I KORISTI

Strukture javno-privatnog partnerstva su često složene i zahtijevaju visoku razinu kreativnosti. One mogu uključivati nekoliko varijabli, uključujući tehnike i strukturu financiranja, projektantske, građevinske i operativne odgovornosti te rizik. Druge varijable su (ibidem, str. 30):

three critical strategies for improving the quality of urban services: the enhancement of governmental financing capacities, the improvement of public investment efficiency, and the harnessing of consumer-orientated management expertise. The author tries to show how to engage the private sector in PPPs for the benefit of society.

There are different forms of PPP, depending on the situation, the partners and the project:

1. Commercialization (financial autonomy of public units and their own budget, detailed analysis of activity costs);
2. Management contracts (agreement on company management; a private partner is responsible for providing full service in the public sector within a determined period);
3. Contracting-out (the public sector signs a contract with a firm, for example to renovate a building; these contracts are usually short-term and one-off);
4. Concession (a general contractor for renovation work is obliged to finance the project. This means that the range of responsibility and risk of the contractor is greater than that of the public sector).
5. BOT – build-operate-transfer;
 - BOO – build-own-operate;
 - BOOT – build-own-operate-transfer;
 - ROT – refurbish-operate-transfer;
6. DBFO – design-build-finance-operate.

PUBLIC-PRIVATE PARTNERSHIP – COSTS AND BENEFITS

Public-private partnership structures are often complex and require a high degree of creativity. They can involve several variables, including financing techniques and structure, design, construction and operational responsibilities and risk. The other variables are (Ibidem, p. 30):

- ☞ položaj i rizik vlasništva;
- ☞ raspodjela neporeznih i poreznih prihoda;
- ☞ kontrola kvalitete;
- ☞ preliminarni razvoj i programiranje razvoja.

Varijable kao što su politički interesi, politička nestabilnost i/ili završetak mandata ključnog političkog vođe mogu također utjecati na javno-privatno partnerstvo.

Stoga je JPP koristan za svakog sudionika održivih projekata. Postoji velika količina literature o učinkovitosti JPP-a (Vaillancourt-Rosenau, 2000.), ali općenito, u usporedbi s drugim područjima gospodarstva, literatura je skromna. Razlog je taj što je koncepcija JPP-a razmjerno nova. Kao najvažnije koristi od projekata JPP-a mogu se navesti sljedeće:

- ☞ smanjenje javnih izdataka i proračunske uštede;
- ☞ više izvora financiranja u javnom sektoru;
- ☞ viša kvaliteta usluga, jamstvo kvalitete;
- ☞ podjela i prijenos rizika i odgovornosti;
- ☞ više ulaganja, infrastrukturnih projekata;
- ☞ povećanje kvalitete života;
- ☞ međusobno povjerenje između javnog i privatnog sektora, socijalno zadovoljstvo;
- ☞ stimuliranje tržišta rada.

Dok javna tijela mogu osigurati poticaje, privatne tvrtke mogu pridonijeti dragocjenim znanjem i uvidom u nacionalna i lokalna tržišta, vizijom i kreativnošću te vještinama razvoja i upravljanja. Dok javni sektor ostvaruje svoje ciljeve u odnosu na gospodarski učinak i revitalizaciju zajednice, privatni sektor ostvaruje svoj željeni povrat ulaganja. Vladino tijelo – nacionalno, regionalno ili lokalno – mora biti svjesno očekivanja društva kojemu služi. S jedne strane, projekt ima za cilj pružiti uslugu na očekivanoj razini kvalitete, a s druge strane,

- ☞ ownership position and risk;
- ☞ distribution of non-tax income and tax revenue;
- ☞ quality control;
- ☞ pre-development and development scheduling.

Variables such as political interests, political instability and/or the ending of a key political leader's term of office can also affect a public-private partnership.

Hence, for projects that are viable, PPP is beneficial for each participant. There is a large amount of literature on the efficiency of PPP (Vaillancourt-Rosenau, 2000), but in general, in comparison with other areas of the economy, the literature is modest. The reason is that the concept of PPP is relatively new. The most important benefits of PPP projects may be listed as follows:

- ☞ reduction of public expenditures and budget savings;
- ☞ more financing sources in the public sector;
- ☞ higher quality of services, guarantee of quality;
- ☞ division and transfer of risk and responsibility;
- ☞ more investments, infrastructural projects;
- ☞ raising the quality of life;
- ☞ public-private trust, social satisfaction;
- ☞ stimulating the labour market.

While public entities can provide incentives, private firms can contribute invaluable knowledge and insight on national and local markets, vision and creativity, and development and management skills. While the public sector realizes its goals with respect to economic impact and community revitalization, the private sector achieves its desired return on investment. The government body – national, regional or local – must be aware of the expectations of the society it serves. On the one hand, the project aims at delivering a service at the expected level of

ako su uključeni privatni partneri, mora ispuniti očekivani povrat uloženog kapitala.

METODOLOGIJA ISTRAŽIVANJA I HIPOTEZE

U istraživanju je sudjelovala šezdeset i jedna jedinica lokalne samouprave u Podkarpatskoj regiji. Prikupljeno je 69% odgovora na upitnik, a analizirane jedinice su bile sljedeće: komunalna samouprava, kotarska uprava, Ured Podkarpatskog vojvodstva te kulturne institucije povezane s turizmom. U odnosu na turističke atrakcije smještene u južnim kotarima vojvodstva analizirani su sljedeći kotari (druga razina lokalne uprave u Poljskoj): kotar planine Bieszczady, kotar Lesko, kotar Krosno, kotar Sanok, kotar Jasło, kotar Rzeszów, kotar Przemyśl.

Istraživanje je provedeno u razdoblju od siječnja do travnja 2008.

Primijenjene *metode istraživanja* bile su sljedeće:

- ☞ istraživanje temeljem upitnika (kvantitativni pristup);
- ☞ intervju (kvalitativni pristup).

Istraživanje je provodila osobno autorica, a provedeno je i putem pošte (kako tradicionalne tako i elektronske pošte). Intervju je proveden među zaposlenicima (iz javnog sektora) koji su poznavali koncepciju JPP-a, kao i među jedinicama koje su planirale koristiti tu koncepciju u bliskoj budućnosti (osim kulturnih ustanova koje nisu bile svjesne ideje JPP-a).

Predlažu se sljedeće *hipoteze*:

- ☞ Zajednička aktivnost javnih i privatnih organizacija može pridonijeti intenziviranju razvoja turističkih odredišta i povećanju konkurentnosti u usporedbi s drugim područjima. Specifičnost suvremenog turističkog tržišta znači da je konkurentnost turističke regije vrlo važna za cijeli turistički sektor.

quality, and on the other hand, if private partners are involved, it must meet the expected payback of the invested capital.

THE RESEARCH METHODOLOGY AND HYPOTHESES

Sixty-one units of self-government in the Podkarpacie region took part in the research. The survey response rate was 69% and the analyzed units were as follows: communal self-government, district government, the Provincial Office of the Podkarpacie Region, as well as cultural institutions connected with tourism. With regard to the tourist attractions located in the province's southern districts (second level of local government administration in Poland), the following districts were analyzed: Bieszczady Mountain district, Lesko district, Krosno district, Sanok district, Jasło district, Rzeszów district, Przemyśl district.

The survey was conducted within the period of January to April 2008.

The *research methods* used were as follows:

- ☞ survey research (quantitative approach);
- ☞ interview (qualitative approach).

The survey was conducted personally by the author as well as by mail (both traditional and electronic). The interview was conducted among employees (from the public sector) who knew the PPP concept, as well as among units which planned to use the concept in the near future (except cultural institutions which were unaware of the PPP idea).

The following *hypotheses* are proposed:

- ☞ Joint activity of public and private organizations can contribute to intensifying the tourism destination development and to increasing competitiveness in comparison to other areas. The specificity of the modern tourism market means

☞ Projekti provedeni primjenom ove formule mogu prikupiti više kapitala (i stranog kapitala) nego projekti koje odvojeno provodi svaki sektor pojedinačno .

☞ Javno-privatno partnerstvo treba počivati na institucionalnim temeljima u obliku zakona, dobre prakse, prijenosa informacija i dobrog odabira osoblja.

Autorica je kao metode istraživanja koristila anketiranje i intervju. Prethodno navedene metode su provedene među zaposlenicima u javnom sektoru, budući da inicijativa za projekte JPP-a treba doći upravo od tih osoba. Glavna pitanja bila su sljedeća:

1. Jeste li ikada čuli za koncept JPP-a?
2. Koji je Vaš izvor informacija o JPP-u?
3. Koja je stvarna razina projekata JPP-a u stvarnosti? Ima li u vašem kotaru projekata provedenih temeljem primjene ove formule?
4. Postoje li planovi povezani s provedbom projekata JPP-a u budućnosti?
5. Koje su koristi i oblici rizika povezani s projektima JPP-a?

Cilj ankete bio je osigurati odgovor na sljedeće najvažnije pitanje: mogu li projekti JPP-a utjecati na poboljšanje konkurentnosti turističkog odredišta? Ako da, na koji način?

Na temelju pitanja, autorica je podijelila tri glavna klasifikatora koji karakteriziraju analiziranu skupinu i mogu oblikovati druge odrednice. Nakon što je podijelila te klasifikatore bilo je moguće utvrditi odnose među pojedinim odrednicama unutar skupine. To su:

- ☞ podjela na skupine (komunalna samouprava, kotarska uprava, ured Podkarpatskog vojvodstva, kulturne ustanove);
- ☞ broj stanovnika u regiji;
- ☞ veličina smještajnih kapaciteta u regiji.

that the competitiveness of the tourism region is very important for the whole tourism branch.

☞ Projects realized using this formula can amass more capital (also foreign capital) than projects realized individually by the sectors.

☞ Public-private partnership needs to have an institutional background in the form of law, good practice, transfer of information and good staff selection.

The author used a survey and interview as the research methods. The methods above were conducted among employees of the public sector, since the initiative for PPP projects should come from these people. The main questions asked were:

1. Have you ever heard of the PPP concept?
2. What is your source of information on PPP?
3. What is the actual level of PPP projects in reality? Are there any projects realized using this formula in your district?
4. Are there any plans connected with PPP project realization in the future?
5. What are the benefits and forms of risks connected with PPP projects?

The aim of the survey was to give an answer to the following leading question: can PPP projects have an influence on improving the competitiveness of the tourist destination? If so, what kind of influence does it have?

On the basis of the questions, the author separated three main classifiers which characterize the analyzed group and can shape the other determinants. Having separated these classifiers, it was possible to find relationships between particular determinants within the group. These are:

- ☞ group division (communal self-government, district government, the Provincial Office of the Podkarpacie Region, cultural institutions);
- ☞ the number of inhabitants in the region;

Autorica je pokušala uputiti na hipoteze navedene na početku članka.

Drugo postavljeno pitanje bio je vrlo zanimljivo iz autoričinog motrišta: zahtijeva li formula JPP-a institucionalne temelje? Ispitane su osobe ukazale na mogućnosti koje se mogu stvoriti zahvaljujući ideji JPP-a, primjerice: veći broj ulagača zainteresiranih za poboljšanje regije i bolju kvalitetu usluga u turizmu. Opće je pravilo da što je više ulaganja, to regija postaje atraktivnija. Također su postavljana pitanja o izvorima financiranja ulaganja u turizam, planovima na području turističkog gospodarstva i potencijalnim partnerima ili dobiti iz takvih vrsta projekata. Je li suradnja između javnog i privatnog sektora profitabilna ili nije? Ako jest, tko ostvaruje veću dobit: javni ili privatni partner?

VERIFIKACIJA HIPOTEZA I REZULTATI ISTRAŽIVANJA

Rezultati istraživanja bili su pomalo iznenađujući jer – iako je gotovo svaka ispitana osoba čula za JPP koncept – projekata ili čak planova za provedbu projekata je bilo malo. Kada su naišli na koncept JPP-a, ispitanici su o JPP-u imali pozitivno mišljenje, ali to ipak nije u korelaciji s provedbom projekata.

Kao odgovor na pitanje br. 1: “Jeste li ikada čuli za pojam JPP-a?” gotovo je 20% ispitanika reklo da za njega nisu čuli, ali to je ovisilo o podjeli na skupine i veličini regije. Svi zaposlenici (100% ispitanika) ureda Podkarpatskog vojvodstva su prethodno čuli za taj pojam. Nešto manje osoba iz jedinica lokalne samouprave (83% ispitanika) bilo je upoznato s tim pojmom. Iznimka su bile kulturne ustanove u kojima gotovo nitko nije čuo za ideju JPP-a.

Usprkos tome, javno-privatno partnerstvo je vrlo popularan fenomen, ali nažalost u većini slučajeva znanja su samo teoretska i ne odražavaju se u praksi. Razlog je taj što je taj koncept u

size of accommodation base in the region.

The author attempted to refer to the hypotheses listed at the beginning of the paper.

Another question was raised which was very interesting from the author’s point of view: does the PPP formula need to have an institutional background? The respondents showed the possibilities which may arise thanks to the PPP idea, for example: more investors interested in the region’s improvement and a better quality of tourism services. The general rule is that the more investments there are, the more attractive the region is. There were also questions about sources of tourist investment financing, plans in the field of the tourist economy, and potential partners or profits from such kinds of projects. Is collaboration between public and private sectors profitable or not? If so, who has more profit: the public or the private partner?

VERIFICATION OF THE HYPOTHESES AND THE RESULTS OF THE RESEARCH

The results of the research were a little surprising because although almost every respondent had heard about the PPP concept, there were few projects or even plans to conduct one. Coming across the PPP concept, the respondents had a positive opinion about PPP, but it still did not correspond with the realization.

In answer to question No. 1: “Have you ever heard of the PPP concept?” almost 20% of respondents said that they had not heard of it, but this depended on the group division and the size of the region. All employees (100% of the respondents) of the Provincial Office of the Podkarpacie Region had previously heard about the concept. Slightly fewer people from units of local self-government (83% of the respondents) were familiar with the concept. An exception was the cultural institutions where almost nobody had heard of the PPP idea.

Poljskoj prilično nov. Mišljenja o JPP-u su obično pozitivna te ispitanici tvrde da postoji potreba za javno-privatnom suradnjom zbog ograničenih proračuna brojnih jedinica javne uprave. Također se tvrde da ta vrsta suradnje može biti manje skupa nego projekti provedeni na tradicionalan način. JPP stvara priliku za Novu javnu upravu (NPM) – nova organizacijska i tehnološka rješenja uvedena u javni sektor.

Ispitanici tvrde da nema poticaja za provođenje projekata JPP-a i da je razlog tomu činjenica da javni sektor nema mnogo saznanja o JPP-u. Osim toga, javni sektor osjeća određenu zabrinutost u odnosu na suradnju s privatnim sektorom. Usprkos tome, ispitanici tvrde da projekti JPP-a mogu biti vrlo korisni (razvoj regije, konkurentnost regije, širenje infrastrukture, nove tehnologije i rješenja te suradnja sa stranim tvrtkama).

Autorica je dokazala da zasad javno-privatno partnerstvo postoji tek na teoretsko-deklarativnoj razini te da se nije odrazilo u praksi. Postoji potreba za partnerstvom u grani turizma, ali samo je mali broj partnera spreman za takvu vrstu suradnje. Mišljenja ispitanika u odnosu na projekte JPP-a su vrlo podijeljena. Većina ispitanika tvrdi da država ne pruža poticaje za sudjelovanje u formuli JPP-a. To bi mogao biti rezultat nedostatka znanja o JPP-u među donositeljima odluka. Rezultati istraživanja pokazali su da ljudi trebaju određenu pomoć i savjete kako bi se pripremili za JPP i provodili projekte u sklopu JPP-a. Vrlo važna zabrinutost je i rizik koji preuzimaju kako javni tako i privatni partneri. Prema ispitanicima, privatni sektor bi trebao preuzeti veći rizik; ispitanici također tvrde da bi više voljeli da im partneri budu strane tvrtke. Među drugim čimbenicima koji utječu na razvoj projekata JPP-a, ispitanici su naglasili međusobno povjerenje kao i ugled potencijalnog partnera.

Vrlo važan aspekt je odlučnost jedinica javne vlasti u pokretanju ideje JPP-a u Poljskoj i inozemstvu.

In spite of this, public-private partnership is a very popular phenomenon, but unfortunately in most cases knowledge is only theoretical and it is not reflected in practice. The reason is that in Poland it is quite new. Opinions about PPP are usually positive, and respondents claim that there is a need for public-private collaboration because of the limited budgets of many public units. It was also claimed that this kind of cooperation can be less expensive than projects realized in a traditional way. PPP creates a chance for New Public Management (NPM) – new organization and technological solutions introduced into the public sector.

The respondents claim that there is no incentive to carry out PPP projects and the reason for this is that the public sector has little knowledge of PPP. Moreover, the public sector feels anxious about cooperation with the private sector. In spite of this, respondents claim that PPP projects can be very beneficial (development of the region, competitiveness of the region, expansion of infrastructure, new technologies and solutions, and collaboration with foreign firms).

The author proved that so far public-private partnership has only been a theoretical declaration and is not reflected in practice. There is a need for partnership in the tourism branch but only a few partners are prepared for such a type of collaboration. The opinions of the respondents connected with PPP projects are quite different. The majority of respondents claimed that there is no stimulus from the government to act using the PPP formula. This might be the result of a lack of knowledge of PPP among decision-makers. The results of the research showed that people need some help and advice in order to prepare and carry out PPP projects. A very important concern is also the risk assumed both by public and private partners. According to the respondents, the private sector should take the greater risk; the respondents also claimed that they would prefer foreign companies for partners. Among the other factors influencing the development of PPP projects, the respondents highlighted mutual trust as well as the reputation of the potential partner.

Osnove već postoje u Zapadnoj Europi gdje su projekti JPP-a vrlo popularni i učinkoviti. Stoga bismo trebali stvoriti poljski model projekata JPP-a koristeći iskustvo drugih zemalja kao što su Velika Britanija, Nizozemska, Francuska itd. Potrebno je dobro ozračje suradnje i odlučnost, kao što je potrebna i ustanova koja će tu ideju provesti u praksi, popularizirati ju i pokazati neke primjere dobre prakse.

U svjetlu provedenog istraživanja, učinci projekata JPP-a trebali bi ostvariti samo koristi koje se mogu navesti kao:

- ☞ brži razvoj regije;
- ☞ nova infrastruktura (turistička i općenito);
- ☞ nove tehnologije usvojene u javnom sektoru;
- ☞ nova Pravila javne uprave;
- ☞ povećanje atraktivnosti regije;
- ☞ povećana konkurentnost regije u usporedbi s drugim odredištima.

Poljska bi trebala slijediti britanski model i druge zapadne modele dobre prakse gdje je JPP dobro razvijen i gdje se iz ulaganja prema JPP modelu ostvaruju koristi.

Može se reći da Poljska zasad ne zna kako dobro iskoristiti JPP; nadamo se da će se to promijeniti s uvođenjem stručnog usavršavanja, konferencija itd. Usprkos ograničenoj svijesti o JPP-u u Poljskoj, neki probni projekti JPP-a pokrenuti su u Podkarpatoj regiji i u Poljskoj. Ti projekti neizravno pridonose razvoju turizma, primjerice sportska infrastruktura ili javne komunalije.

Postoji potreba za jasnom regulativom (Zakon o JPP-u), popularizacijom djelotvornih rješenja, dobrom praksom, prijateljskim političkim i društvenim odnosima, poboljšanjem kvalitete zakona, određenjem javnih jedinica kao inicijatora JPP projekata itd.

Najvažniji su rezultati prikazani na grafovima i u tablicama u nastavku.

A very important aspect is the determination of public units in initiating the idea of PPP in Poland and abroad. The basics exist in Western Europe, where PPP projects are very popular and efficient. Therefore, we should create a Polish model of PPP projects using the experience of other countries such as Britain, Holland, France, etc. A good climate of cooperation and determination is needed, as is an institution to introduce the idea into practice, to make it popular and to show some examples of good practice.

In the light of the conducted research, the effects of PPP projects should give only benefits which one can list as:

- ☞ the region's quicker development;
- ☞ new infrastructure (tourism and general);
- ☞ new technologies adopted by the public sector;
- ☞ new Public Management rules;
- ☞ an increase in the attractiveness of the region;
- ☞ increased competitiveness of the region in comparison to other destinations.

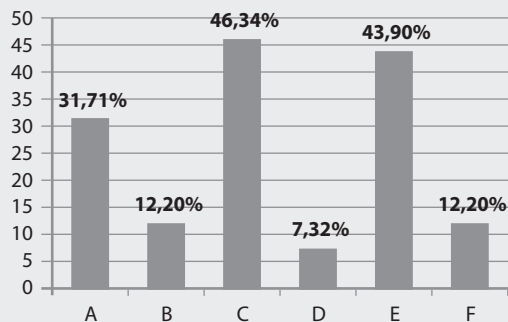
Poland should follow the British model and other Western models of good practice where PPP is well developed and where benefits arise from PPP investments.

One can say that Poland for now does not know how to make a good use of PPP; we hope that this will change through the introduction of training sessions, conferences, etc. In spite of the limited awareness of PPP in Poland, some trial PPP projects have been introduced in the Podkarpacie region and in Poland. These projects indirectly contribute to tourism development, for example sport infrastructure or public utilities.

There is a need for clear regulations (a PPP act), popularization of effective solutions, good practice, friendly political and social relations, improvement in the quality of law, the determination of public units as initiators of PPP projects, etc.

GRAFIKON 1. IZVORI INFORMACIJA O KONCEPTU JPP-A

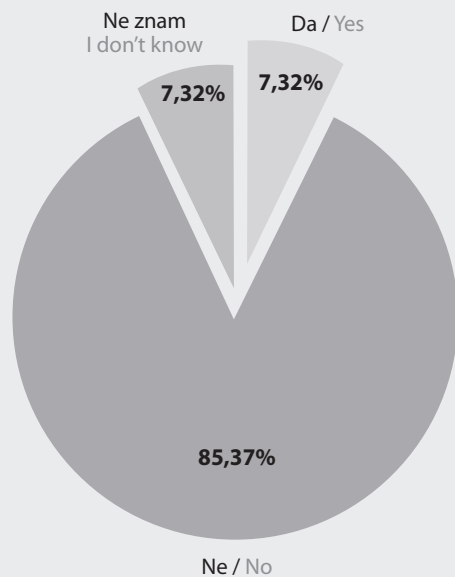
GRAPH 1. INFORMATION SOURCES ABOUT THE PPP CONCEPT



- A Sudjelovao sam u pripremanjama za projekt
I participated in project's preparations
- B Kontakti s drugim jedinicama
Contacts with other units
- C Proučavanje zakonskih akata
The study of law acts
- D Stručne razrade
Specialistic elaborations
- E Informacije putem medija
Information via media
- F Ostalo, molimo navedite
Others, please list them if any

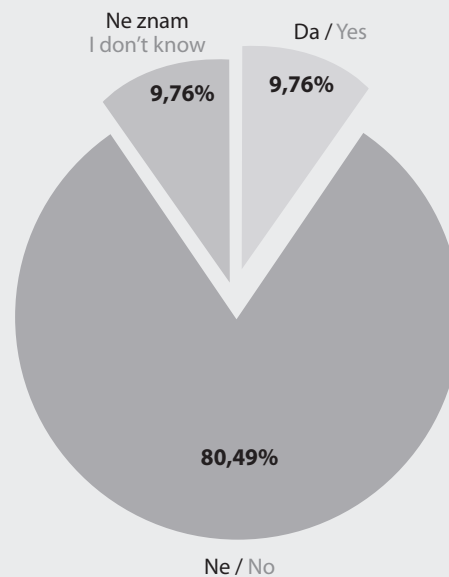
GRAFIKON 2. PROJEKTI JPP-A PROVEDENI U PROŠLOSTI

GRAPH 2. PPP PROJECTS REALIZED IN THE PAST



GRAFIKON 3. TRENUTAČNA PROVEDBA PROJEKATA JPP-A

GRAPH 3. CURRENT REALIZATION OF PPP PROJECTS



Glavni izvor informacija o JPP-u za 46,34% ispitanika je zakon (Zakon o JPP-u), a sljedeći (za gotovo 44% ispitanika) su sredstva javnog priopćavanja (televizija, radio, internet). Brojne osobe (više od 31% ispitanika) su sudjelovale u raznim edukacijama i tečajevima organiziranim sa svrhom upoznavanja s projektima JPP-a (Grafikon 1). Nažalost, znanje o formuli JPP-a je samo teoretsko, a ne praktično. Ljudi bi bili voljni pokrenuti neke projekte, ali ne znaju kako. Danas postoje skupine osoba koje educiraju jedinice javnog sektora kako se nositi s tim pitanjem. Mnogo je lakše baviti se s time ako postoji mogućnost uvida u neke primjere iz prakse. Ispitanici tvrde da postoji potreba za suradnjom među dva sektora, primjerice zbog ograničenja u financiranju javnog sektora.

Više od 85% ispitanika tvrdi da u njihovoj regiji u prošlosti nisu provedeni nikakvi projekti JPP-a. Istovremeno više od 7% ispitanika tvrdi da su neki projekti dovršeni, ali da nisu u stanju reći koja je to bila vrsta projekata (Grafikon 2).

Slika 3. Trenutačna provedba projekata JPP-a

Kao što se vidi iz Grafikona 3, trenutačna provedba projekata JPP-a još je uvijek na nezadovoljavajućoj razini (više od 80% ispitanika tvrdi da nema projekata koji se provode temeljem primjene ove formule). Gotovo 10% ispitanika tvrdi da se neki projekti provode primjenom ove formule.

Grafikon 4 predstavlja mišljenja o konceptu JPP-a. Većina ispitanika (gotovo 70%) se ne slaže s mišljenjem da javni sektor ima dovoljno novca za ulaganja u infrastrukturu; samo 7% ispitanika se slaže s tim mišljenjem. Manje od 3% ispitanika se slaže s mišljenjem da je ideja JPP-a skuplja od tradicionalnih oblika ulaganja, dok se gotovo polovica ispitanika (46,34%) ne slaže s tim mišljenjem. Više od 40% ispitanika se slaže da postoji društveni otpor prema rješenjima kao što je pojam JPP-a, a s druge strane više od 50% ispitanika (53,66%) misli da pojam JPP-a može pomoći unaprijediti kvalitetu usluga, kao i povećati interes ulagača (53,66% ispitanika) te da to

The most important results are shown in the figures and tables.

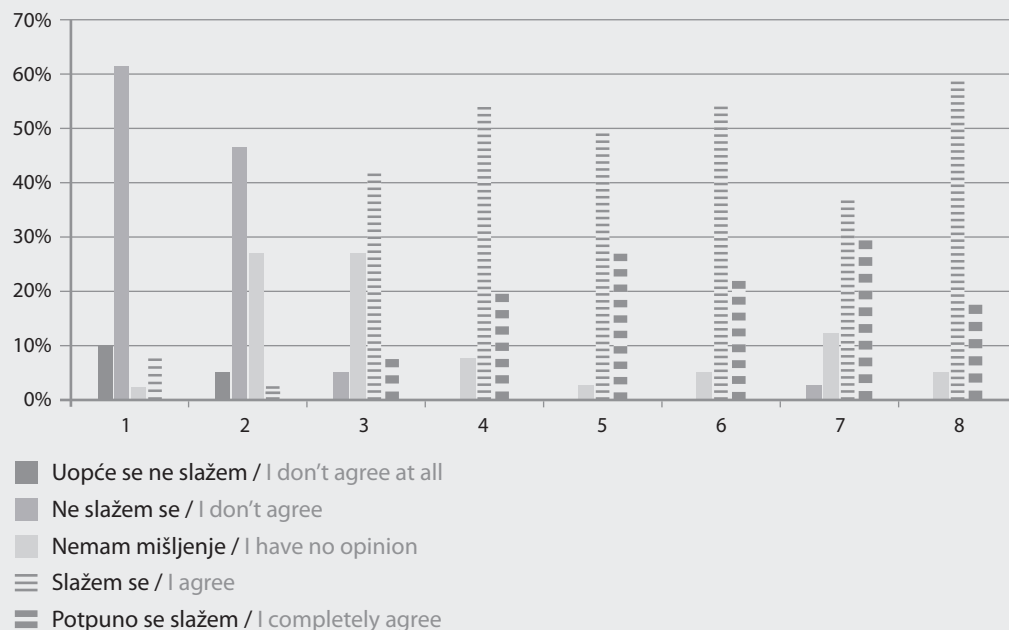
The main source of information on PPP for 46.34% of the respondents is the law (the PPP act) and next (for almost 44% of the respondents) come the mass media (television, radio, Internet). Many people (over 31% of the respondents) have participated in different training sessions and courses organized to inform them about PPP projects (Graph 1). Unfortunately, knowledge about the PPP formula is only theoretical, not practical. People would be willing to start some projects but do not know how to start them. Nowadays, there are groups of people who train public sector units how to cope with the subject. It is much easier to deal with it when we can see some practical example. The respondents claimed that there is need for cooperation between the two sectors, for example because of the limited finances of the public sector.

Over 85% of the respondents claim that no PPP projects have been carried out in the past in their region. Simultaneously, over 7% of the respondents claim that some projects have been completed, but they are not competent to say what kind of projects there were (Graph 2).

As one can see in Graph 3, the current realization of PPP projects is still at an unsatisfactory level (over 80% of the respondents claim that there are no projects being carried out using this formula). Almost 10% of the respondents claim that some projects are being conducted using this formula.

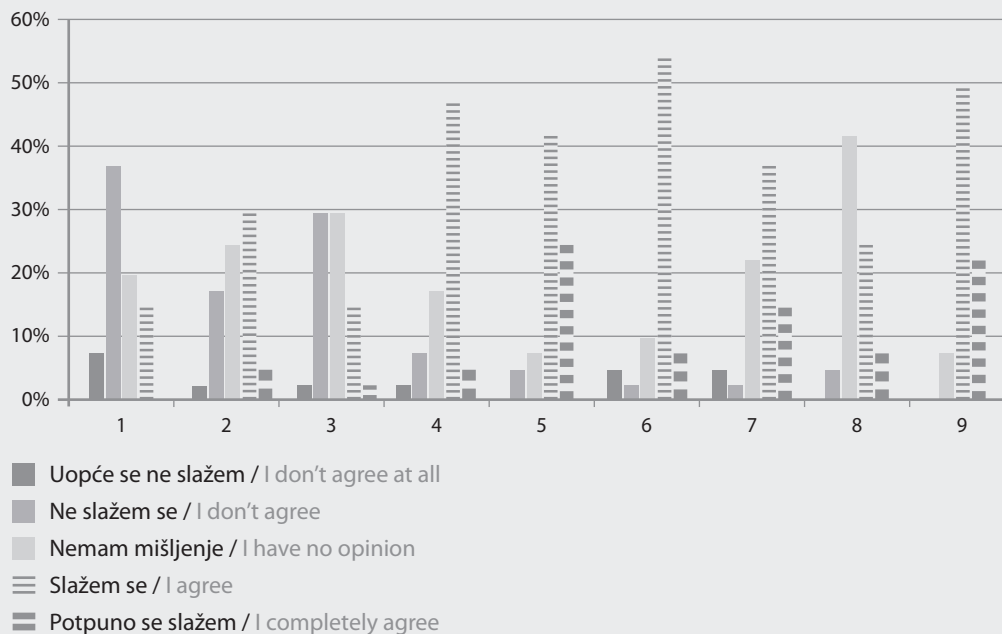
Figure 4 presents opinions about the PPP concept. The majority of respondents (almost 70%) do not agree with the opinion that the public sector has enough money for infrastructural investments; only 7% of the respondents agree with the opinion. Less than 3% of the respondents agree with the opinion that the PPP idea is more expensive than traditional forms of investment, while almost half of the people (46.34% of the respondents) do not agree with this opinion. More than 40% of the respondents agree that there is social resistance towards solutions like the PPP concept, and on the other hand more

GRAFIKON 4. MIŠLJENJE ISPITANIKA O POJMU JPP-A
GRAPH 4. RESPONDENTS' OPINION ABOUT THE PPP CONCEPT



Legenda / Legend

- 1 Javni sektor ima dovoljno novca za ulaganja u infrastrukturu
 The public sector has enough money for infrastructural investments
- 2 Ideja JPP-a je skuplja od tradicionalnih oblika ulaganja
 The PPP idea is more expensive than traditional forms of investment
- 3 Postoji društveni otpor prema rješenjima kao što je pojam JPP-a
 There is social resistance to solutions like the PPP concept
- 4 Pojam JPP-a može pomoći unaprijediti kvalitetu usluga
 The PPP concept can help improve the quality of services
- 5 Pojam JPP-a omogućuje veću djelotvornost
 The PPP concept offers a chance for greater effectiveness
- 6 Pojam JPP-a može pridonijeti povećanju interesa ulagača
 The PPP concept can contribute to increasing investor interest
- 7 Pojam JPP-a može pridonijeti razmjeni iskustava između javnog i privatnog sektora
 The PPP concept can contribute to an exchange of experience between public and private sectors
- 8 Zahvaljujući pojmu JPP-a više je novca na raspolaganju za pojedine projekte
 More money is available for a particular projects thanks to the PPP concept

GRAFIKON 5. MIŠLJENJA O TRENUTAČNOJ PROVEDBI IDEJE JPP-A U POLJSKOJ
GRAPH 5. OPINIONS ABOUT THE CURRENT REALIZATION OF THE PPP IDEA IN POLAND

Legenda / Legend

- Važeći zakon olakšava razvoj koncepta JPP-a
The current law makes it easy to develop the PPP concept
- Važeći zakon je korisniji za javni sektor
The current law is more beneficial for the public sector
- Važeći zakon je korisniji za privatni sektor
The current law is more beneficial for the private sector
- Mogućnost dobivanja sredstava Europske Unije pridonosi razvoju koncepta JPP-a
The possibility of getting European Union funds contributes to PPP concept development
- Država bi trebala podržati proces pripreme projekata JPP-a
The government should support the preparation process of PPP projects
- Nedostaju gospodarski poticaji za provođenje projekata JPP-a
There is a lack of economic incentives for the realization of PPP projects
- Aktualni zakon koji se odnosi na ideju JPP-a favorizira velike projekte
The current law concerning the PPP idea favours big projects
- Mogućnost dugoročnog licenciranja javnih usluga će se često koristiti
The possibility of long-term licensing of public services will be frequently used
- Postoji niska razina znanja o ideji JPP-a među lokalnim tijelima vlasti
There is a low level of knowledge about the PPP idea among local authorities

omogućuje veću djelotvornost (48,78% ispitanika). Većina ispitanika (gotovo 40%) također gleda na pojam JPP-a kao na priliku za razmjenu iskustava između javnog i privatnog sektora, kao i na priliku da se za pojedine projekte osigura više novca (gotovo 60% ispitanika).

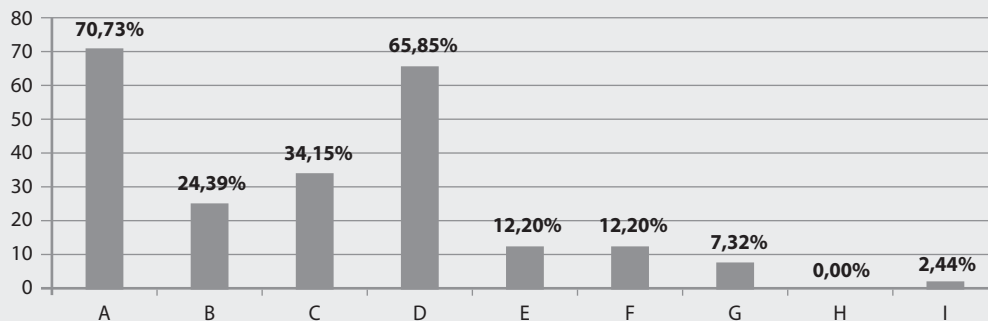
Sljedeće se pitanje odnosilo na ocjenu trenutačne provedbe JPP projekata u Poljskoj (Grafikon 5).

Više od 21% ispitanika nije dalo odgovor na bilo koje od ovih pitanja. Oni nisu formirali mišljenje o provedbi projekata JPP-a. Nedostatak odgovora može biti rezultat nedostatnih znanja o konceptu JPP-a.

than 50% of the respondents (53.66%) think that the PPP concept can help improve the quality of services, as well as increase investor interest (53.66% respondents) and that it can be a chance for greater effectiveness (48.78% of respondents). The PPP concept is also viewed among the majority of respondents (almost 40%) as a chance for an exchange of experience between the public and private sectors, as well as for obtaining more money for the particular projects (almost 60% of respondents).

The next question concerned an assessment of the current realization of PPP projects in Poland (Graph 5).

GRAFIKON 6. IZVORI FINANCIRANJA ZA ULAGANJA U TURIZMU
GRAPH 6. THE SOURCES OF FINANCING TOURIST INVESTMENT



- A Samostalno / No one's own
- B Bankovni krediti / Bank credits
- C Donacije iz proračuna / Donations from the budget
- D Donacije i dobrotvorna sredstva iz proračuna i od nevladinih organizacija
Donations and benevolent funds from the budget and from non-governmental organizations
- E Izvori iz organizacija za podršku usmjerenih na tehničku infrastrukturu
The sources from support organizations focussed on technical infrastructure
- F Dobit iz gospodarske aktivnosti / Profits from economic activity
- G Emisija vrijednosnica "sa zlatnim rubom" / Emission of gilt-edged securities
- H Kamate s bankovnih računa / Interest of bank accounts
- I Ostalo / Others

TABLICA 1. ODREDNICE KOJE UTJEČU NA SURADNJU IZMEĐU JAVNOG I PRIVATNOG SEKTORA
TABLE 1. DETERMINANTS INFLUENCING COOPERATION BETWEEN THE PUBLIC AND PRIVATE SECTORS

MIŠLJENJE OPINION	UGLED REPUTATION	PRETHODNI KONTAKTI PREVIOUS CONTACTS	NISKE CIJENE LOW PRICES	JAMSTVA GUARANTEES	JEDNAKI KONTAKTI EQUAL CONTACTS	POVJERENJE TRUST	FLEKSIBILNOST PARTNERA PARTNER'S FLEXIBILITY
Nevažno (1) Unimportant (1)	0 0,00%	1 2,44%	0 0,00%	0 0,00%	1 2,44%	0 0,00%	0 0,00%
Manje važno (2) Less important (2)	0 0,00%	0 0,00%	6 14,63%	0 0,00%	1 2,44%	1 2,44%	2 4,88%
Ne znam (3) I don't know (3)	1 2,44%	2 4,88%	3 7,32%	3 7,32%	4 9,76%	0 0,00%	1 2,44%
Važno (4) Important (4)	13 31,71%	21 51,22%	22 53,66%	18 43,90%	22 53,66%	10 24,39%	21 51,22%
Vrlo važno (5) Very important (5)	22 53,66%	13 31,71%	6 14,63%	16 39,02%	9 21,95%	27 65,85%	13 31,71%
Ponderirani prosjek Weighted average	4,58	4,21	3,76	4,35	4,0	4,67	4,25

Sljedeće se pitanje odnosilo na izvore financiranja za ulaganja u turizmu. Istraživanje daje sljedeće odgovore prikazane u Grafikonu 6.

U većini slučajeva, novac za ulaganja u turizmu dolazi iz proračuna samouprave i iz donacija i dobrotvornih sredstava iz središnjeg proračuna i nevladinih organizacija. Mali dio dolazi iz emisija vrijednosnica „sa zlatnim rubom“ (7,32%), sredstva iz organizacija koje pružaju potporu bila su, primjerice, usredotočena na razvoj tehničke infrastrukture (12,20%), a jednaki postotak dolazi iz dobiti ostvarene gospodarskim aktivnostima (12,20%).

Odlučujuća većina ispitanika (70,73%) je označila vlastite proračune kao izvor financiranja ulaganja u turizmu. Gotovo jednak postotak ispitanika (65,85%) naznačio je donacije i dobrotvorna sredstva iz proračuna i nevladinih organizacija.

More than 21% of the respondents did not give an answer for any question. They did not form any opinion concerning the realization of PPP projects. The lack of an answer can be the result of a lack of knowledge about the PPP concept.

The next question concerned the sources of financing tourist investments. The research gives answers as shown in Graph 6.

In most cases, money for tourism investment comes from self-government budgets and from donations and benevolent funds from the central budget and non-governmental organizations. A small part comes from the issuing of gilt-edged securities (7.32%), resources from support organizations focused, for example, on technical infrastructure development (12.20%) and the same level of profits from economic activity (12.20%).

Prema pitanjima o najvažnijim stvarima u okviru suradnje između dva sektora predstavljeno je nekoliko obilježja (Tablica 1).

U nastavku (Grafikon 7) predstavljeni su rezultati u odnosu na odgovore na pitanja koja se odnose na značaj različitih čimbenika povezanih s partnerstvom.

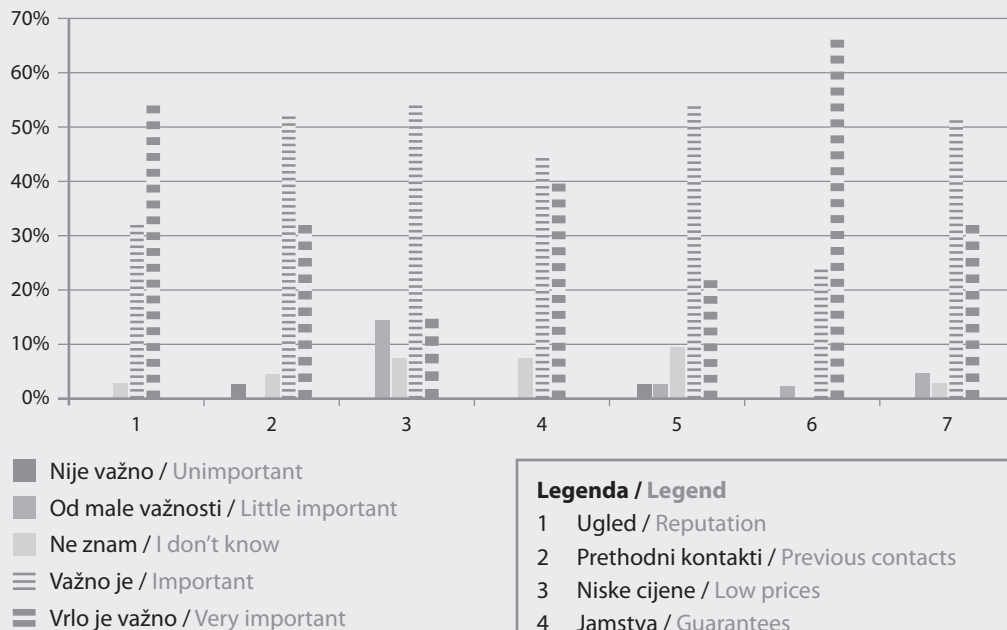
Prema gotovo 66% ispitanika najvažnija je odrednica ideje JPP-a uzajamno povjerenje (ponderirani prosjek 4,67). Sljedeći je čimbenik dobar ugled potencijalnih partnera (prema gotovo 54% ispitanika, ponderirani prosjek 4,58). Drugi

Decisively, most respondents (70.73%) pointed to own budgets as a source of financing tourism investment. Almost the same percent of respondents (65.85%) indicated donations and benevolent funds from the budget and non-governmental organizations.

According to the questions about the most important things within the collaboration of two sectors, a few characteristics are presented (Table 1).

In the figure below (Graph 7) the results are presented in terms of the answers to the question

GRAFIKON 7. ODREDNICE KOJE UTJEČU NA SURADNJU IZMEĐU JAVNOG I PRIVATNOG SEKTORA
GRAPH 7. THE DETERMINANTS INFLUENCING COOPERATION BETWEEN THE PUBLIC AND PRIVATE SECTORS



Legenda / Legend

- 1 Ugled / Reputation
- 2 Prethodni kontakti / Previous contacts
- 3 Niske cijene / Low prices
- 4 Jamstva / Guarantees
- 5 Jednaki kontakti / Equal contacts
- 6 Povjerenje / Trust
- 7 Fleksibilnost partnera / Partner's flexibility

važni čimbenici su također jamstva (gotovo 44% ispitanika, ponderirani prosjek 4,35), fleksibilnost partnera (više od 51% ispitanika, ponderirani prosjek 4,25) kao i prethodni kontakti (više od 51% ispitanika, ponderirani prosjek 4,21).

Prema ispitanicima, najvažnija korist za turizam kao granu gospodarstva, zahvaljujući projektima JPP-a je bolja turistička infrastruktura, zatim brži razvoj odredišta i povećanje atraktivnosti regije (Tablica 2).

ZAKLJUČCI

Turizam se sve više poima i vrednuje kao grana lokalnog i regionalnog gospodarstva, ali za njegov je razvoj potreban angažman kako lokalnih tako i nacionalnih tijela vlasti, poduzetnika, lokalnih zajednica i raznih organizacija i udruga. Konkurencija na tržištu, a tako i na turističkom tržištu, zahtijeva organiziranu aktivnost.

concerning the importance of different factors connected with partnership.

Mutual trust is the most important determinant of the PPP idea according to almost 66% of the respondents (weighted average 4.67).

The next factor is the good reputation of the potential partners (according to almost 54% of the respondents, weighted average 4.58). Other important factors are also guarantees (almost 44% of the respondents, weighted average 4.35), the partner's flexibility (over 51% of the respondents, weighted average 4.25) as well as previous contacts (over 51% of the respondents, weighted average 4.21).

According to the respondents, the most important benefit for the tourism branch, thanks to PPP projects, is a better tourist infrastructure, then faster destination development, and becoming an attractive region (Table 2).

TABLICA 2. KORISTI OD PROJEKATA JPP-A ZA TURIZAM KAO GRANU GOSPODARSTVA

TABLE 2. BENEFITS FROM PPP PROJECTS FOR THE TOURISM BRANCH

MIŠLJENJE OPINION	ATRAKTIVNIJA ODREDIŠTA MORE ATTRACTIVE DESTINATIONS	SUVREMENE TEHNOLOGIJE UP-TO-DATE TECHNOLOGIES	BOLJA TURISTIČKA INFRASTRUKTURA BETTER TOURIST INFRASTRUCTURE	BRŽI RAZVOJ ODREDIŠTA FASTER DESTINATION DEVELOPMENT	BOLJA SURADNJA BETTER COOPERATION	VIŠI PRIHODI HIGHER PROCESS
Nevažno (1) Unimportant (1)	0 0,00%	0 0,00%	0 0,00%	0 0,00%	0 0,00%	0 0,00%
Nije vrlo važno (2) Not very important (2)	0 0,00%	3 7,32%	0 0,00%	0 0,00%	0 0,00%	5 12,20%
Ne znam (3) I don't know (3)	2 4,88%	7 17,07%	0 0,00%	1 2,44%	7 17,07%	20 48,78%
Važno (4) Important (4)	22 53,66%	18 43,90%	11 26,83%	14 34,15%	21 51,22%	7 17,07%
Vrlo važno (5) Very important (5)	13 31,71%	9 21,95%	26 63,41%	23 56,10%	8 19,51%	2 4,88%

Javno-privatno partnerstvo (JPP) je tema rasprave među tijelima vlasti koja traže nova gospodarska i pravna rješenja za rješavanje financijskih problema u infrastrukturnim ulaganjima. JPP također predstavlja priliku za razvoj turizma u Poljskoj. Ono omogućuje stvaranje novih proizvoda u turizmu i potiče racionalno djelovanje, primjerice u smislu poboljšanja politika u turizmu. Vrlo je važno ispravno organizirati razvoj turizma u regiji što omogućuje integraciju raznih poslovnih skupina oko zajedničkog cilja.

Među preporukama, autorica želi reći da je vrlo važna preporuka osnivanje kontrolnog tijela koje će upravljati projektima JPP-a u čitavoj zemlji. Trebala bi postojati jasna mjerila za odabir projekata JPP-a i za odabir partnera. Konzultantske tvrtke bi trebale igrati ključnu ulogu u unošenje tehničkih i stručnih znanja u javni sektor koji se, nažalost, boji zajedničkog vođenja projekata s privatnim partnerom. Situacija se može promijeniti samo ako dođe do promjene u načinima gledanja i u običajima.

Sve u svemu, može se reći da je javno-privatno partnerstvo u Poljskoj i u Podkarpatskoj regiji neiskorištena prilika. Glavni razlog za to je nedostatak znanja o pojmu JPP-a i nedostatak iskustva na tom području.

Iskustva drugih europskih zemalja trebala bi uvjeriti Poljsku u potrebu provođenja projekata JPP-a. Rezultati ulaganja u JPP su dosad bili vrlo pozitivni. Privatni kapital ima pozitivni učinak na ulaganja u gospodarskim granama u suradnji s javnim partnerom koji jamči najvišu razinu solventnosti.

CONCLUSIONS

Tourism is increasingly perceived and valued as a branch of the local and regional economy, but its development needs the engagement of both local and national authorities, entrepreneurs, local societies and different organizations and associations. Organized activity is demanded by the competition in the market, just as it is in the tourism market.

Public-private partnership (PPP) is the topic of discussion by governing bodies who search for new economic and legal solutions to solve financial problems in infrastructural investment. PPP is also a chance for Polish tourism development. It allows for the creation of new tourism products and stimulates rational actions, for example in the improvement of tourism policy. It is very important to organize tourism development correctly in the region, which allows the integration of different business groups concerning a shared aim.

Among the recommendations, the author wants to say that a very important one is to create a controlling body to manage PPP projects all over the country. There should be clear criteria for the selection of PPP projects and for the selection of partners. Consulting companies should play a crucial role in bringing know-how and expertise for the public sector, which is unfortunately afraid of conducting common projects with a private partner. The situation can be changed only if there is a change of views and customs.

In sum, one may claim that public-private partnership in Poland and in the Podkarpacie region is an unused opportunity. The main reason for this is the lack of knowledge about the PPP concept and the lack of experience in this area.

The experiences of other European countries should convince Poland to implement PPP projects. The results of PPP investments have been very positive. Private capital has had a positive impact on investments in economic branches in cooperation with a public partner, which guarantees the highest level of solvency.

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