

## Katarzyna Skrzyszewska

Gdynia Maritime University  
Gdynia, Poland  
E-mail: k.skrzyszewska@wpit.am.gdynia.pl

## Zoran Tršinski

Agency for Science and Higher Education  
Zagreb, Croatia  
E-mail: zoran.trsinski@azvo.hr

## Tihomir Luković

University of Dubrovnik  
Dubrovnik, Croatia  
E-mail: tihomir.lukovic@unidu.hr

# STRATEGIC DOCUMENTS OF THE EUROPEAN UNION AS A FACTOR OF THE REGIONAL DEVELOPMENT CONCEPT

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### *Abstract*

*The European Union is developing as a community of uneven economic development of its members. On the one hand the economy of Western Europe and the Baltic Sea is classified into the leading world economies; on the other side, Central and Eastern Europe are now the economies in transition. This non uniformity of the European Union causes the various forms of intervention, financial and guiding, as for example: strategic documents. Their purpose is to raise the level of development and to narrow the gap between the economies in transition and the developed European economies. One intention of important strategic documents is to focus on the concept of regional development, strengthening of the local government and formation of the European model of development, which is based on affirmation of regional competitive advantages. The question is if it is possible and how to develop a model of regional development in the political, social and economic conditions which prevail in the transition economies. Taking into account the above, the purpose of this study is*

*to analyse basic components of the factors, which affect the operating system of development and to valorise the basic factors of the model of regional development, which should be the cornerstone of the national economic development of all the member states. The research hypothesis posed is that strategic documents of the European Union constitute the key factor in the concept of regional economic development of the national economies of Europe. The research question which needs an answer is how the whole system of economic development, on the macro level works, and what prerequisites are necessary to ensure its functioning. Some economies in transition, such as the Croatian economy are trying to base their development on the legal framework, which should also work in the operating sphere of the economy. The question is whether it is possible. This study looks into this issue.*

**Keywords:** *economy in transition, European strategic documents, national strategic documents, regional development, local government*

## 1. INTRODUCTION

One of the forms of communication between the European Union and its member states are strategic documents. They are not uniformly understood, which indicates that there are differences resulting from tradition and understanding of role and purpose of the economy of the state members of the European Union. It should be pointed out that strategy documents are not an established and legalised practice in the developed economies of Western Europe, while in the transition economies they have a long tradition and have always been crucial economic and political documents that came from the communist era. Strategic documents, which the European Union is developing and in which it is instructing its members which have suggestive and consultative nature. These documents serve as guidelines, which have been embedded into them. Strategic documents, particularly in the economies in transition, are more transparent and contribute to the quality of planning and management on the macro level. Economic structures and development models in the developed economies and in the economies in transition are very different. Therefore, the question of the role and importance of strategic documents in the transition economies is extremely important. The aim of this study is to analyse the role of strategic documents in the economies in transition, especially in the sphere of economic development factors. The research goal is to valorise factors, which make strategic documents functional and to determine which factors limit their usefulness. The hypothesis which should be explored is based on the view that strategic documents are an important factor of planning economic development of the economies in transition. Taking into account the fact that strategic documents in the transition economies have been presented for several decades, it is necessary to investigate their expediency, particularly because of delays in the development of the economies in transition, in comparison to the developed European economies. Therefore, the research uses

experience of the Croatian and Polish economies, the countries which are situated at the two ends of Europe, but show similar adverse economic results.

## **2. STRATEGIC DOCUMENTS OF THE EUROPEAN UNION AND THE CHOSEN MEMBERS OF THE EU**

### **2.1. Strategic documents of the EU and the model of regional development**

The regional policy is conducted in such a way as to enable achievement of objectives of the European strategy through creation of the appropriate investment framework. The Multiannual Financial Framework 2014-2020 changed the structure and functioning of the overall mechanism of financial support. The biggest changes related to:

- concentrating funds on a smaller number of priorities,
- linking those priorities more closely to the Europe 2020 strategy,
- focusing on results,
- monitoring progress towards the agreed objectives,
- increasing the use of conditionalities,
- simplifying delivery (COM(2011) 614 final).

In addition, the Common Strategic Framework was prepared for the following funds: 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 (SEC(2011) 1142). The objective of this framework is joint planning, monitoring, evaluation and attainment of the result-oriented objectives. The introduction of the Common Strategic Framework aimed at combining the EU funds with the objectives of the Europe 2020 strategy (COM(2011) 500 final).

In comparison with the previous periods of financing, the emphasis on the territorial development - a better use of resources located in the region, including human resources - increased. Multilevel governance was assumed. It was based on the following agreements: the partnership agreement (government - EC), the territorial contract (government - local government). A large number of other changes, which resulted in limitations in the decision making process concerning the choice of support, were implemented (*Europa 2020 – unijna ...*)

The basic strategic document for the European Union and fundamental in preparing the budget 2014 - 2020 is the Europe 2020 strategy. Its priorities are:

1) smart growth based on knowledge and innovations (smart growth will be implemented on the basis of the programs: The digital agenda for Europe, Innovation Union, Youth on the Move)

2) sustainable growth based on low emission, competitive and effective usage of resources (implementation on the basis of: Resource Efficient Europe, An industrial policy for the globalization era),

3) inclusive growth due to the support of the economy with the high level of employment, assured cohesion in the field of economy, social and territorial (implementation of priority is based on an agenda for new skills and jobs and the European platform against poverty) (COM(2010) 2020 final).

Implementation of each priority will be connected with achievement of the required value of indicators describing the overriding priority of the Europe 2020 strategy. Table 1. shows values of the target indicators set by the Europe 2020 strategy for the whole area of the EU as well as a range of variation in the indicators depending on the economic and social situation of individual Member States. The scope of values of the individual indicators shows huge differences between the countries (in the socio-economic dimensions), which results in further differences within the individual countries - between the regions.

Table 1  
Priorities of Europe 2020

Priorities		Targets		
		EU	min	max
Smart Growth	The employment rate of population aged 20-64 [%]	75.0	62.9	> 80.0
	R&D in GDP [%]	3.0	0.5	4.0
Sustainable Growth	Reduce greenhouse gas emissions compared to 1990 [%]	20.0	20.0	20.0
	Increase the share of renewable energy sources in final energy consumption [%]	20.0	4.0	20.0
	Increase energy efficiency [%]	20.0	0.8	276.0
Inclusive Growth	Reduce the number of early school leavers [%]	10.0	4.0	16.0
	Increase the share of population aged 30-34 having completed tertiary education [%]	40.0	26.7	66.0
	Reduce the number of people in poverty [000]	20 000	-	-

Source: *Europa 2020 – unijna strategija ...*

Due to large disparities between the different regions of the EU (GDP of the poorest regions fluctuates around 30% of the average EU's GDP, while at the same time in the most prosperous regions GDP exceeds 300% of the average EU's GDP), it was necessary to indicate the possibility of allocating a larger portion of funds available under the EU budget for the regions less developed.

An expression of the Union's solidarity with the less developed regions is the regional policy, the aim of which is to support the EU cities and regions by raising the living standards through economic growth. A sign of solidarity with the less developed regions is concentration of the support for their sake. The regional policy pursued is the main investment instrument of the EU - for its implementation the largest amount of the total pool of available financial funds was allocated (33% of budget expenditure).

Funds for investments to reduce disparities between the regions in the EU are primarily: the European Regional Development Fund (ERDF) and the European Social Fund (ESF) - they are called structural funds. The Structural Funds and the Cohesion Fund, the European Agricultural Fund for Rural Development (EAFRD) and the European Maritime and Fisheries Fund (EMFF) form the European structural and investment funds (Ministerstwo Rozwoju, 2016).

The mobilization of funds for investments in a given region requires adoption on the national level of the document: "National Reform Programme for the implementation of the Europe 2020 strategy." This program has two main objectives: building up the foundations for sustainable economic growth and linking the national/regional aims with the EU ones.

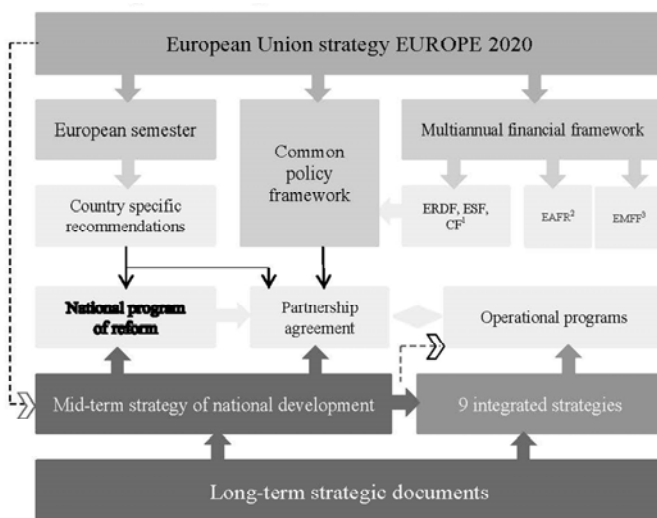


Figure 1. Strategic documents on different levels

Source: Ministerstwo Infrastruktury i Rozwoju, 2014, p.12

Partnership Agreements between the Member States and the European Commission are prepared on the basis of the Europe 2020 Strategy, the National Reform Programme for the implementation of the Europe 2020 strategy as well as recommendations and opinions of the Council of the EU. Partnership Agreements refer to tasks that result from the strategic documents of the country - combine the European objectives with national challenges arising from the national strategic documents. The funds for the country to implement the operational programs and programs for territorial cooperation will be received on the basis of a partnership agreement (the national level). On the lower level, the European and national goals will be implemented due to the regional operational programs (the regional level) (EC(2015); Ministerstwo Infrastruktury i Rozwoju, 2014, pp. 10-15; Ministerstwo Rozwoju, 2016). An example of the relationship between strategic documents of the EU and the EU Member State, and the funds allocated to realize the tasks is shown in Fig. 1.

Implementation of the Europe 2020 strategy on the country level is based on the comprehensive management systems prevailing in a given country with various levels of management included. The systems consist of the strategic documents, on the basis of which the development policy will be conducted. Examples of such systems will be discussed later in the article.

## 2.2. Polish strategy documents and the concept of regional development

In Poland, the country's management system consists of the following plans and strategies:

- the long-term development strategy of the country (Poland 2030: The Third Wave of Modernity – A Long-term National Development Strategy) - the document describes trends, challenges and concepts of development of the country; it presents a comprehensive vision for Poland's development
- the mid-term development strategy of the country (The Medium-Term National Development Strategy 2020 - a set of strategic objectives and directions for the national development considering socio-economic, regional and land-use aspects up to the year 2020;
- 9 integrated, cross-sectoral strategies to achieve goals of development (innovation and efficiency of the economy, development of human capital, development of transport, "Energy Security and the Environment", "Effective State Strategy", development of social capital, the National Strategy for Regional Development, the strategy for Sustainable Development of Rural Areas, Agriculture and Fisheries, the Development Strategy of the National Security System (Fig. 2).



Figure 2. Systems of Poland's Governance

Source: *Centum Doradztwa*, 2013, p. 8

The long-term and medium-term development strategy of the country (2030 and 2020, respectively) indicate three areas of development in Poland:

- competitiveness and innovation (based on increased intellectual capital and using the digital technology, which should influence competitiveness of the Polish economy),

- effectiveness and efficiency of the state (citizen-friendly, acting only in the areas, which demand it),

- reducing differences on the level of regional development (based on balanced spatial development and social cohesion) (Centum Doradztwa, 2013, pp. 2-7; Ministerstwo Infrastruktury i Rozwoju, 2014).

Long-term and medium-term strategies supplemented with strategic documents deal with specifically different socio - economic areas. The plans included in these 9 documents are called integrated strategies, and this means that they combine social, economic and spatial planning and links between them.

Long and medium-term development strategies of the country and 9 integrated strategies are implemented taking into account the Polish space. The need to secure favourable conditions for implementation of the strategy and avoidance of conflicts of interest means preparing a plan securing various “actors” involved in the development of the country against chaos. One of such plans is the National Spatial Development Concept 2030. It contains the records of spatial development plans, set goals and policies and principles that should guide all those involved in the spatial development of the country.

The new strategy of integrated trans-regional strategies are developed for two or more provinces/ municipalities. The joint programs can be determined both by the neighbourhood and the geographical or historical similarity. In addition, an important determinant of the development of joint strategy papers can be common objectives of socio-economic investment challenges and needs (Skrzyszewska, 2013, pp. 17-19). In Poland, there are four programs prepared for the cross regional strategy of socio-economic development: Eastern Poland until 2020, the Development Strategy of Southern Poland until 2020, the Strategy for Development of Western Poland until 2020, Development Strategy for Central Poland until 2020 with the 2030 horizon (Ministerstwo Infrastruktury i Rozwoju, 2014).

All the programs and strategies on the regional level are a part of the national strategies (medium and long term), and are laid down for the countries around the Baltic Sea: the European Union Strategy for the Baltic Sea Region (*Baltic Sea Region 2014-2020*)

### **2.3. Strategy documents of Croatia and management of regional development**

As before its independence, Croatia's economic development today is based on the national strategic documents relating mainly to the period of ten years, adopted by the Croatian Parliament. Until January 2016, Croatia published

45 national strategic documents regarding the period from 2014 to 2020, including 20 strategies, 6 plans, 13 programs and 6 other documents (Europski fondovi portal, 2016). Judging by their relevance, the strategies are still the most important strategic documents of the Republic of Croatia, therefore is important to list them:

1. National Reform Programme, 2014-2016
2. Industrial Strategy of the Republic of Croatian, 2014-2020
3. National Strategy for Equal Opportunities for Persons with Disabilities, 2007-2015
4. National Health Development Strategy, 2012-2020
5. National strategy for creating an enabling environment for civil society development, 2012-2016
6. Smart Specialisation Strategy, 2014-2020
7. Innovation Strategy of the Republic of Croatia, 2014-2020
8. Strategy of Government Programs, 2015-2017
9. Strategy for combating poverty and social exclusion in Croatia 2014-2020
10. Strategy e-Croatia 2020
11. Energy Development Strategy of Croatian till 2020.
12. Strategy of Education, Science and Technology
13. Strategy of conservation, protection and sustainable economic use of the cultural heritage of the Croatian for the period 2011th-2015th
14. The strategy of fostering innovation the Croatian, 2014-2020
15. Cluster Development Strategy of Rep. of Croatia, 2011-2020
16. Entrepreneurship Development Strategy of Rep. of Croatia, 2013-2020
17. Women Entrepreneurship Development Strategy of the Rep. of Croatia, 2014-2020
18. Strategy of development of tourism of the Republic of Croatian by 2020
19. Strategy of Broadband Development in the Republic of Croatia, 2012-2015 (Europski fondovi portal, 2016; Bajo and Ljepović, 2014, pp. 13-14).

Apart from the published list of national strategic documents, Croatia has several strategies which are not on the official list, such as "Development Strategy of the Croatian Nautical Tourism from 2009 to 2019". All national strategic documents undergo the procedure through relevant ministries, and finally are verified by the Croatian Parliament. Some of the strategies are related to each other, such as the "Tourism Development Strategy of the Republic of Croatia for 2020" to which the strategy for some selective tourist types is built or upgraded, which is also done at the national level. Each strategy has a particular methodology of writing, but in essence points to the segments of the economy that are important for Croatia, defines goals and points out that planning is necessary in order to achieve the goals. Each strategy is very ambitious and indicates the need for development and addresses the points which hinder or prevent the development of prosperity. It can be concluded that these documents



do not lack optimism and enthusiasm (Skrzeszewska, Luković and Marušić, 2016, pp. 986-988).

Starting from the above, it is interesting to look at the reality of strategic plans through the planning process and how these plans respect all those basic factors of quality planning. It is necessary to emphasise that the development of strategic plans, as well as government documents are all derived from the communist era of the former Yugoslavia and it is a non-market-oriented economy. The strategy papers which were pillars of the economy were based on political directives and top up models which meant that everything was realised according to the party directives from the authorities to the company. In this way, the strategic plans had a specific role to play and, at least, as far as effectiveness of the model is concerned, were justified. The feedback and the analysis of the reasons for a failure of the plans, as well as controlling over the process, did not exist. Now there are no political directives, but the system of strategic documents, which should constitute the pillars of the economy, has remained. The results, which indicate that the strategic plans as well as the national papers, are only a "full basket of nice wishes," points to deficiencies of the entire system of strategic planning in Croatia. What are the reasons for that?

1. Strategic plans come as a result of the work of expert groups without taking into consideration points below.

2. Since the local government has not been developed and does not work in accordance with the planned and market system (the specified in 1 strategic plans are not feasible).

3. Croatia in socio-political terms, has not yet been decentralized and the local government has remained undeveloped. Functioning of the local community does not take place according to the model of the developed European countries, where the local government is the backbone of the planned and market economy.

4. Instead of a two-way model of top down and bottom up, the top up model or the centralised model without supervision functions.

5. There are no strategic documents in the stable national model of the economy, because Croatia does not have a stable economic model.

6. Controlling and its planning in Croatia is unknown, which contributes to a high level of inefficiency and no expediency of strategic plans. Planning without controlling makes no sense (Luković and Leberfromm, 2014, p.22).

The question arises, what is the developed system of national strategies and what is its role? It constitutes the research problem of this work, which has a scientific, but also practical, character.

The analysis of the purpose of strategic documents, not only in Croatia but also in all the economies in transition, is about inversely proportional to the level of efficiency of the related strategic documents. That is, if the level of strategic documents is higher, the sense of purpose and reality are lower.

Thus, strategic documents do not fulfil the expected purpose of the economies in transition, which leads to the analysis of the complete system of functioning of economic development on all levels (Tab.2.). It is advisable to analyse the operational system and strategic functioning of the economy of the developed economies of Europe. Their models are very similar, if we compare Germany, the Netherlands and other developed economies, essentially all the developed economies are based on the local self-government, which is economically oriented, not politically.

Table 2

## Effectiveness of strategic documents by the level of adoption

Strategy level	Coordinated - based on economic subjects	Degree of efficiency
National	Developed by expert teams using their knowledge and experience. Not based on plans of economic subjects.	None
Regional	Developed by expert teams who, besides their knowledge and experience, try to get data from leading regional economic subjects.	Very low
Local	Mostly developed by local experts elected by political, rather than professional or scientific competence.	Low
Industry	Developed by expert teams and based on their research, but without significant use of analyses or plans for economic subjects in the respective industry.	Low
Company	Small companies do not have strategies. Large companies rarely have strategies and strategic plans. If they have such plans, they usually do not rely on controlling the process of planning, and the results of planning are not monitored.	Rare, low

*Source: Skrzyszewska, Luković and Marušić, 2016, p. 988.*

The logic of this system lies in the answer to the question "Who knows the needs of the population of a site, if not its people". Therefore, the best is the locally developed system of the local self-government, which is based on good communication between residents and local authorities and has clearly defined development plans that reflect the needs and wishes of local population (Fig. 3.).

Accordingly, it is essential to develop strategic plans to develop the site, which are rapidly converted into operational plans that are offered to the market and investors. In this way, everything is clear, harmonised and safe from corruption, which flourishes in the economies in transition.

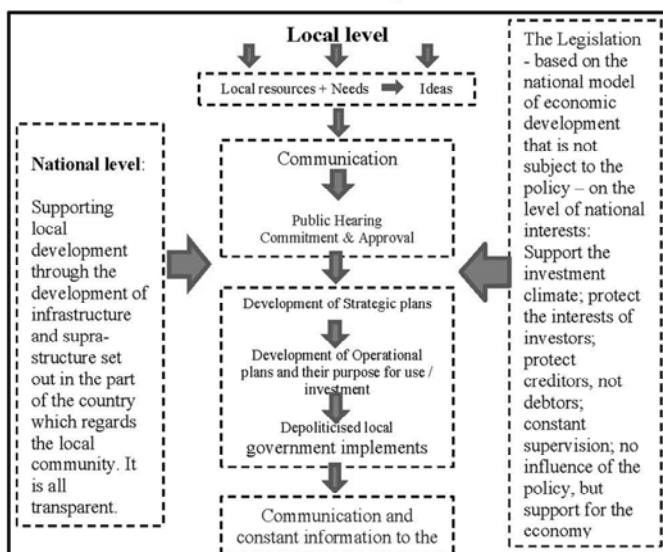


Figure 3. The global model of development of the national economy based on the local self-government

Source: Luković's own elaboration

This model has the central part, which belongs to the competences of the local government – it is balanced and harmonised and has a good system of communication with population, so everything is transparent. This central part is supported by the state which exactly knows its competencies and areas under its jurisdiction. On the other side there are laws that support the entire system on all levels of government and management.

### 3. ARE THERE ANY, AND WHAT THOUGHT, EXAMPLES OF GOOD PRACTICES FOR THE REGIONAL DEVELOPMENT IN THE ECONOMIES IN TRANSITION?

Good practice, in the economies in transition, is not the result of the system nor a defined model by which the municipality and the national economies operate. Good practice is the result of the case, i.e., the development of which is based on the local economic Leader. For Croatia, a good example is that of Rogoznica. Let us explain.

The owner of the marina Frapa came to Croatia during the war in 1992. Several years later he invested in the construction of the marina in the almost abandoned locality of Rogoznica, near Šibenik (Croatia). An artificial island was constructed together with the first pontoons, which in 1996 accommodated the

first yachts in the unfinished marina. Using only reinvested income the marina has developed over the past ten years and now offers substantial and attractive facilities for visiting sailors. Strategically, the marina has focused on the elite global demand market and today offers facilities of the highest quality. The question is what has happened to the destination and the marina over ten years of its existence in Rogoznica?

Although it is hard to believe that in 10 years the life of a practically dead locality can be revived and raised to a high level, nevertheless it has happened here (Tab.3.). Maybe it also occurs, a bit less dramatically, in all localities where a marina or cruise port becomes an economic and development leader. All local inhabitants are employed, and the destination is generally rapidly developed. This development continues, and in 2015 population, employees and all other indicators in Rogoznica significantly increased. Rogoznica has become a good place to live and demonstrates the development that is expected by the European Union. But why? The reason is the marina Frapa.

Marina Frapa has the role of a leader and is a moving force in the development of Rogoznica. Thanks to the marina the local development has been dramatically boosted. The scale and quality of the marina initiated the development of the destination, and the marina Frapa has reached the top in the quality of services it offers. As confirmation of these claims, it is worth noticing that in 2006, at the world marina contest in Madrid, with 300 marinas from 60 countries, Frapa received the award of the best marina in 2006. The same happened the next year in Switzerland. The organizers then changed the statute so that the award could not go to the same marina three times (!)

Table 3

## Ten years of marina Frapa in Rogoznica

Development indicators	Before the marina (Year 1996)	Marina in business (Year 2005)	Marina in business (Year 2015)
Local population	350	over 2,000	over 3,500
Average age of population	over 70	about 40	about 40
No. of employees	30	800	1,400
No. of small and medium-sized companies	10	about 100	about 150
Price of land (per m <sup>2</sup> )	€ 10 - 20	€ 150 – 300	€ 150 – 300
No. of restaurants	1	8	10
No. of cafés	2	15	20
No. of shops	2	9	12
No. of exchange offices	0	2	3
No. of medical centres	0	4	6
Primary schools	0	2	2
Natural resources preservation (ecology)	preserved	preserved	preserved

Source: Luković and Kizielewicz, 2014, amended and updated by Luković

This example illustrates how in completely adverse conditions and in the time of the global crisis nautical tourism can open up a possibility of genuine economic success (Luković and Kizielewicz, 2014).

The second example comes from the West of Poland. It shows the effects of good cooperation of different bodies: local authorities, regional authorities, local business, which were able to apply for the European funds efficiently. Cooperation of many entities with different operational goals, but the common strategic goal and financial discipline demanded by the EC from the union funds beneficiaries – brought in the expected results: the West Pomeranian Sailing Trail.

Euroregion Pomerania (Fig. 4.) is a perfect place to practice sailing and other water activities. Its appeal stems not only from the same natural advantages, but also from the fact that it combines the inland routes from Western Europe to the Baltic Sea (from Berlin: Oder Havel - Oder - Lake Dąbie - Szczecin Lagoon - Piane / Świna / Dziwna Straits – to Baltic).



Figure 4. Euroregion Pomerania (without the South of Sweden)

Source: <http://www.pomerania.org.pl/site/beneficjenci-i-obszar-wsparcia/83>

This area after World War II was not used for nautical tourism purposes. This was caused by the limitation resulting from the Oder border between Poland and the German Democratic Republic. The situation improved after Poland's accession to the European Union. Free movement with no border checks was introduced in 2008. Then, Poland as a Member State of the Schengen Agreement abolished controls at sea and air border points. This does not mean that from that moment sailing and other water sports started to flourish in the region. Post-war years left their mark on

tourist infrastructure. In Germany, the existing infrastructure was maintained by people who lived in these areas before WW II. Polish lands were populated by incoming people from the East (today's Belarus, Ukraine), where due to natural conditions sailing had not been widespread. No skills to maintain sailing infrastructure and to provide services in this area, as well as lack of interest from potential users, resulted in a loss of sailing infrastructure, which could meet the requirements of potential customers.

Having started the process of transition, the authorities and local business realized the need to create conditions for sailing. However, lack of funds for implementation of cost-intensive investment hindered their activities in this field.

The accession to the European Union has brought in opportunities to apply for European funds – it has opened prospects for reconstruction and expansion of ports and marinas.

The idea for revitalization of infrastructure, its development and creation of the waterway being a trans-territorial tourist product was included in the project: the West Pomeranian Sailing Route – a network of tourist ports in West Pomerania. Due to enormous costs associated with realization of this sailing route (PLN 229 million) the project had to be financed by several programs under various funds (Urząd Marszałkowski, 2015).

The biggest contributions were made, *inter alia*, by:

- the Operational Programme Innovative Economy, measure 6.4. "Investments in tourism products of supra-regional importance" (OP IE);
- the Regional Operational Programme for Zachodniopomorskie Voivodship (ROP ZV);
- the Cross Border Cooperation Programme INTERREG IVA;
- the European Regional Development Fund (ERDF) (Tab. 4.) (Rudolf et al., 2015, p.59).

These funds enabled creation of network of ports, harbours, marinas and boathouses forming a cross-regional tourist product. Investments were made in the Szczecin Lagoon, Szczecin and the western coast of the Baltic Sea and they constitute a part of the water route linking Berlin (via the Baltic Sea) and Scandinavia. The West Pomeranian Sailing Route (with the length of approx. 380 km) is located on the Baltic Sea Route Sailing connecting ports of all countries around the Baltic Sea and the Danish Straits.

Table 4

Summary of projects related to expansion of infrastructure for sailing in Western Pomerania in 2007 - 2015 (€)

Name of the location	Value of investment	Own Funds	Resources of the EU	Level of funding	Program
Gryfino	2990372	546640	2443732	81.72	INTERREG IVA
	4255004	2473651	1781353	40.00	ROP ZV, ERDF
Szczecin (port jachtowy)	2380317	357047	2023270	85.00	INTERREG IVA
	5987803	3592682	2395121	40.00	OP IE, ERDF
Szczecin (Centrum Żeglarskie)	8418600	5126890	3291710	40.00	OP IE, ERDF
Szczecin (Marina Pogoń)	260000	156000	104000	40.00	OP IE, ERDF
Szczecin (JachtKlub AZS)	222744	133646	89098	40.00	OP IE, ERDF
Szczecin („Zakątki Wodne”)	275952	68988	206964	75.00	ROP ZV, ERDF
Lubczyna	1573933	944360	627573	40.00	ROP ZV, ERDF
Stepnica	1852038	926019	926019	50.00	ROP ZV, ERDF
Nowe Warpno	303500	182100	121400	40.00	OP IE, EFRR
Świnoujście	4433733	2730686	1703047	40.00	ROP ZV, ERDF
Wapnica	2433681	1460209	973472	40.00	OP IE, ERDF
Wolin	1422411	853447	568964	40.00	OP IE, ERDF
Kamień Pomorski	6024503	3614702	2409801	40.00	OP IE, ERDF
Dziwnów	3325381	1995229	1330152	40.00	OP IE, ERDF
Kołobrzeg	3122541	1873525	1249016	40.00	OP IE, ERDF
Darłowo	357437	214462	142975	40.00	OP IE, ERDF
Total	49639950	27250283	22387667		

Source: Gruszczyński, 2015, p. 131.

A unique feature and the great advantage of this route is density of ports and harbours. The distance between them is small (approx. 20 - 30 nautical miles), so overcoming the distance between the ports does not exceed a few hours. This allows smaller units and less experienced sailors to sail not only on

routes on rivers and lakes, but also in the open sea. Covering the whole route takes about two weeks. The implementation of the project lasted more than five years. The opening of the West Pomeranian Sailing Route was announced in May 2015. Local government and private businesses, with the money from the EU created "a kind of the network tourist product" (Gruszczyński, 2015, pp. 125-135; Forkiewicz, 2015, p. 124).

Its promotion is arranged by the Association of Ports and Marinas - Local Tourist Organisation of the West Pomeranian Sailing Route. Promotional activities are aimed both to gain and to maintain high demand for services offered by the West Pomeranian Route Marine.

The following belong to them:

- promotion at the national and European trade fairs;
- promotion in the media - from local to international,
- running the website,
- the certification program to enhance recognition and attractiveness of the route,
- loyalty systems for tourists (Jaroszewicz, 2014, p. 34).

The effects of the project the West Pomeranian Sailing Trail are as follows:

- 1,500 new berths for boats and yachts,
- improvement of the attractiveness and image of ports and marinas of Western Pomerania,
- economic activation of the region (new jobs associated with the operation of tourist traffic - it is estimated that within 5 years it can attract tens of thousands of sailors and tourists using so far different water basins) (Płonka and Piekutowski, 2013, p.252),
- creation of jobs in tourist-related services,
- popularization of water sports,
- extension of the tourist offer – new group of tourists (families with young children, people with disabilities), foreign tourist (especially Germans and Scandinavians),
- attraction of sailors who so far have sailed on the Route of the Great Mazury Lakes,
- real inclusion of Poland into the European sailing areas,
- extension of the tourist season in Western Pomerania.

Implementation of such a large and expensive project was only possible thanks to cooperation between local governments and regional authorities as well as cross-border cooperation. Funds for performing the works came from several EU funds, because the volume of investment needed for the project exceeded local governments financial possibilities. On the other hand, without their



commitment, the realization of such a project would not be possible. We can conclude that good preparation of projects linked to programs on a higher level brought in the expected result. The region has gained a unique tourist product, which stimulates the region economically.

#### 4. CONCLUSIONS

Strategic documents, which are developed for smart, sustainable and inclusive development in the developing European Union aim at consolidating and harmonising the economic development of all member states. This methodology development of strategic documents in the European Union launched in all the Member States was left to the will of each country. Precisely this is the cause of significant differences in the purpose and the role of these documents for development on all levels of the national economy. It is evident that strategic documents adopted by the economies in transition, bear great importance and relevance that is almost non-existent. The reason for this is the lack of the market-oriented economy and the lack of models of development on all levels. Therefore, it is clear that many problems plaguing the economies in transition, such as for instance corruption, resulting from the absence of a transparent and efficient model of development, as in the developed economies of Europe. Therefore, result from this research suggests that posed hypothesis, which assumes the importance of strategic documents for economic development, is not acceptable. A good example of the development of a site that can still be found in the transition economies is not based on a stable and transparent model but on pure chances and existence of local leaders who initiate the development of a site. So, all of this indicates that there is a need to raise the level of knowledge in the economies in transition, especially of the ruling structures, as well as the need for their de-politicisation.

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### ***Katarzyna Skrzyszewska***

Gdynia Pomorsko Sveučilište  
Gdynia, Poljska  
E-mail: k.skrzyszewska@wpit.am.gdynia.pl

### ***Zoran Tršinski***

Agencija za znanost i visoko obrazovanje  
Zagreb, Hrvatska  
E-mail: zoran.trsinski@azvo.hr

### ***Tihomir Luković***

Sveučilište u Dubrovniku  
Dubrovnik, Hrvatska  
E-mail: tihomir.lukovic@unidu.hr

## **STRATEŠKI DOKUMENTI EUROPSKE UNIJE KAO ČIMBENICI KONCEPTA REGIONALNOG RAZVOJA**

### ***Sažetak***

*Europska unija razvija se kao zajednica čije članice nemaju jednak gospodarski razvoj. S jedne strane, gospodarstva Zapadne Europe i Baltičkog mora karakteriziraju se kao vodeća svjetska gospodarstva, dok su, s druge strane, gospodarstva Srednje i Istočne Europe u tranziciji. Ova neujednačenost Europske unije uzrokuje potrebu za raznim oblicima intervencija, financijskim i upravljačkim, kao što su strateški dokumenti. Njihova je svrha podići razinu razvoja i smanjiti jaz između gospodarstava u tranziciji te razvijenih europskih gospodarstava. Jedna je od namjera strateških dokumenata usredotočiti se na koncept regionalnog razvoja, jačanja lokalne uprave i formiranja europskog modela razvoja, koji se temelji na afirmaciji regionalnih konkurentskih prednosti. Pitanje je je li moguće i kako razviti model regionalnog razvoja u političkim, društvenim i gospodarskim uvjetima koji prevladavaju u tranzicijskim gospodarstvima. S obzirom na gore navedeno, svrha je ovog istraživanja analiza osnovnih komponenata čimbenika koji utječu na operativni sustav razvoja i valorizacija osnovnih čimbenika modela regionalnog razvoja koji bi trebao biti kamen temeljac nacionalnog gospodarskog razvoja svih država članica. Postavlja se hipoteza da strateški dokumenti Europske unije čine ključan faktor u konceptu regionalnog gospodarskog razvoja nacionalnih gospodarstava u Europi. Pitanje istraživanja na koje treba odgovoriti jest kako čitav sustav gospodarskog razvoja funkcionira na makrorazini i koji su preduvjeti potrebni za njegovo funkcioniranje. Neka gospodarstva u tranziciji, poput Hrvatske, nastoje temeljiti svoj razvoj na pravnom okviru, što bi trebalo funkcionirati i u*

*operativnoj sferi gospodarstva. Pitanje je je li to moguće. U ovoj se studiji to istražuje.*

***Ključne riječi: gospodarstvo u tranziciji, europski strateški dokumenti, nacionalni strateški dokumenti, regionalni razvoj, lokalna uprava***

***JEL klasifikacija: O19, O52, P21, P25***

