

Change in an approach and in practice of the European Social Fund programme implementation in the Czech Republic

Lenka Brown, Jana Kouřilová

1. Introduction

The main objective of this paper is to analyze and to compare the European Social Fund (ESF) programme implementation in the Czech Republic both in the shortened programming period 2004-2006 and in the new programming period 2007-2013 from the point of view of the changes in an approach and in practice of the EU Economic and Social Cohesion Policy realized in the new programming period.

The first part of the paper compares the content, strategy and goals of the ESF programmes implemented in the Czech Republic both in the shortened programming period and in the new programming period 2007-2013. The objective of this part of the paper is to analyze the focus of the supported activities and the consistency of the strategies implemented in the Czech Republic within the ESF programmes during these two programming periods.

The second part of the paper evaluates the experience gained during the ESF programme implementation in the Czech Republic in the shortened programming period 2004-2006 and the usage of this experience in the implementation of the new ESF programmes prepared in the Czech Republic for the new programming period 2007-2013. This part of the paper also analyzes the change in approach and in practice of the ESF programme implementation both in the shortened programming period 2004-2006 and in the new programming period 2007-2013 from the point of view of the EU Economic and Social Cohesion Policy reform from 2006. The main objective of this part of the paper is to analyze how the experience gained within the programming period 2004-2006 and the potential of the simplification of the programme implementation opened thanks to the reform from 2006 were, in fact, used and reflected in the real ESF programme preparation and implementation in 2007-2013. The analyses of this part of the paper will therefore also evaluate the mainstreaming of the principles of the Community Initiative EQUAL, especially the mainstreaming of “transnationality”, “innovation” and “partnership” in the ESF programs implemented in the new programming period as one of the most important features of the new ESF policy implemented in the new programming period 2007-2013.

2. European Social Fund in Czech Republic

The European Social Fund is one of the EU structural funds. It is mostly focused on the investment in human capital, on realization of the European employment strategy and on the realization of the “Lisbon agenda”.

In the Czech Republic, the European Social Fund started to be used in 2004, after its accession to the Union. In 2004, the Czech Republic has started to implement four programmes financed fully or at least partially from this structural fund: Operational Programme Human Resource Development realized in the Objective 1 regions, Single Programming Document for Objective 3 for Prague region, Community Initiative EQUAL Programme and Joint Regional Operational Programme. Both the operational programmes (OP Human Resource Development and Joint Regional OP) together with the Single Programming Document for Objective 3 for Prague region were considered the “main forms of aid” [7, 8]. The Community Initiative EQUAL Programme presented a means to realize the

second round of this initiative and finance it from the European Social Fund in the Czech Republic. As for the Joint Regional Operational Programme, this programme was financed mostly from the European Fund for Regional Development, only two measures from the priority 3 were financed by the European Social Fund. These measures were focused on the development of the human resources and the infrastructure for the human resources in regions.

The second programming period implemented also in the Czech Republic (the new programming period 2007-2013) started in 2007. Within the new programming period there are three operational programmes financed in the Czech Republic from the European Social Fund: Operational Programme Human Resources and Employment, Operational Programme Education for Competitiveness (both for all the Czech Republic besides Prague region) and Operational Programme Prague – Adaptability for region of the capital city Prague.

3. The comparison of the content, strategy and goals of the ESF programmes implemented in the Czech Republic in 2004-2006 and in 2007-2013

In the shortened 2004-2006 programming period, the OP Human Resource Development (OP HRD) was prepared as the main instrument for the ESF assistance. The managing authority of the OP HRD has been the Ministry of Labour and Social Affairs. The Ministry of Education, Youth and Sports (MEYS) as well as other institutions has been appointed an intermediary body. In this programme, the MEYS has been responsible only for two programme measures.

The global objective of the OP HRD has been [12]: “A high and stable level of employment based on qualified and flexible workforce, the integration of socially excluded groups of population and competitiveness of enterprises while respecting the principles of sustainable development.”

Specific objectives of the OP HRD priorities focused on identified problems which has also been divided under the competency of the ministries [12]:

- Development of a flexible labor market helping to reduce unemployment as well as increase employability of persons at risk of exclusion from the labor market.
- Reduction of the number and proportion of persons at risk of social exclusion through an integrated approach and removal of barriers impeding participation in the labor market, including gender discrimination.
- Development of lifelong learning by enhancing the quality of education supply in respect to knowledge society and through a broader participation of all subjects in the education process.
- Development of qualified workforce, competitiveness of businesses, enhancement of job opportunities in growth industries and strengthening the environment-friendly approach.

OP HRD priorities and measures have been defined in order to achieve the specific objectives[12]:

Priority 1: Active Employment Policy

Measure 1.1: Strengthening the Active Employment Policy for Job Seekers and Job Applicants

Measure 1.2: Public Employment Services Modernization

Priority 2: Social Integration and Equal Opportunities

Measure 2.1: Integration of Specific Population Groups at Risk of Social Exclusion

Measure 2.2: Equal Opportunities for Women and Men in the Labor Market

Measure 2.3: Enhancing the Capacity of Social Services Providers

Priority 3: Lifelong Learning Development

Measure 3.1: Enhancing the Quality of Education at Schools and School Facilities and Developing Support Systems for Education

Measure 3.2: Promoting Tertiary Education, Research and Development

Measure 3.3: Further Vocational Training Development

Priority 4: Adaptability and Entrepreneurship

Measure 4.1: Increasing Adaptability of Employers and Employees to Economic and Technological Changes; Promoting Competitiveness

Measure 4.2: Specific Training

Priority 5: Technical Assistance

For the present programming period three ESF programmes were prepared in the Czech Republic. Two of them result above all from the OP HRD. The Operational Programme Human Resources and Employment (OP HRE; managed by the Ministry of Labour and Social Affairs, MLSA) follows the issues of employment, employability improvement and equal opportunities in the labour market. This programme is prepared both for regions of the “Convergence” Objective and the “Regional Competitiveness and Employment” Objective.

The global objective of the OP HRE is [10]: “to increase the employment and employability of people in the Czech Republic to the average level of the 15 best EU countries”. Specific objectives of the programme are [10]:

1. To increase the adaptability of employees and employers.
2. To improve access to employment and prevent unemployment.
3. To reinforce the integration of persons who are at risk of social exclusion or socially excluded.
4. Reinforcement of the institutional capacity and efficiency of public administration and public services.
5. Intensification of transnational cooperation in human resources development and employment.

To achieve these specific objectives the following priority axes are defined [10]:

Priority axis 1: Adaptability

Priority axis 2: Active labor market policy

Priority axis 3: Social integration and equal opportunities

Priority axis 4: Public administration and public services

Priority axis 5: Transnational cooperation

Priority axis 6: Technical assistance.

(Priority axes 1 and 3 are defined only for the „Convergence“ Objective regions).

The relation between the OP HRD (2004-2006) and the OP HRE (2007-2013) is evident from the overview of their objectives and priorities, above all in the area of labour market, social inclusion and equal opportunities. In the OP HRE there is an accent put to modernization of public administration and also to transnational cooperation in addition to the priorities of the OP HRD (in the area of transnational cooperation the OP HRE used also experience from the CI Equal implementation). Both these priority axes are defined for regions of the “Convergence” and “Regional Competitiveness and Employment” Objectives. It is possible to say that the scope of the OP HRE (2007-2013) is based on the OP HRD content, however it deepens the area of labour market and stresses also the area of public

administration and transnational cooperation. In contrast to the previous period, the OP HRE is a multi-objective programme.

In the shortened 2004-2006 programming period education has been only one priority of the widely focused OP HRD. Its specific objective “the development of lifelong learning by increasing the quality of the education offer with respect to the needs of a knowledge society and by enlarging all entities involved in the education process” [12] has been realized by two measures implemented by the MEYS.

In the programming period 2007-2013, education is supported by another OP. The global objective of the Operational Programme Education for Competitiveness (OP EC) is “the development of an knowledge society with the aim of promoting competitiveness in the Czech Republic by modernising the systems of basic, tertiary and further education, their connection with comprehensive lifelong learning systems and conditions for improvements in research and development” [13].

In order to achieve the global objective the following priority axes are defined[13]:

Priority axis 1- Initial education

Priority axis 2 - Tertiary education, research and development

Priority axis 3 – Further education

Priority axis 4 – System framework of lifelong learning

Priority axis 5 – Technical assistance

If we compare the OP HRD specific objective concerning education in the 2004-2006 programming period with the OP EC for the 2007-2013 programming period, we can say that both emphasise lifelong learning, while the OP EC stresses the comprehensiveness of this system which has not been fully developed in the Czech Republic yet. Both the objective for the 2007-2013 programming period and the name of the OP indicate a relation to research and development as an important factor of the competitiveness in the Czech Republic. This aspect was not significantly promoted in the 2004-2006 programming period.

If we compare the priority 3 of the OP HRD (concerning education in the 2004-2006) and the priority axes of the OP EC, we can see a very similar structure of the documents, even though the OP EC is much more detailed and further structured.

The focus of support of the OP EC priority axis 1 “*Basic education*” corresponds to the measure 3.1. of the OP HRD “*Improvement of the Quality of Education in Schools and School Facilities and the Development of Support Systems in Education*”. The content of this priority axis is further specified by three areas of support. The improvement of the quality of education, 2. Equal opportunities for pupils, including pupils with special education needs, 3. Further education of the employees of schools and school facilities [13]. The OP EC is based on general understanding of the Czech education system, rather than on their relevance proven by results of national and international evaluation and comparative studies in its analytical section.

Similarly, the areas of support of the OP EC priority axis 2 “*Tertiary education, research and development*” continues the implementation of measure 3.2. “*Promotion of tertiary education, research and development*” of the OP HRD, however also in this case the OP EC is broader (e. g. support of partnership and networking among tertiary education institutions, research institutions and private and public administration bodies, as well as at

the development of human resources for research and development are also included) is not only for and provides more details about the education need in this area as well as focuses more financial resources on their solutions.

The third priority axis of the OP EC “*Further education*” is limited by the competencies of the MLSA and the MEYS in this area which have not been changed throughout the 2004-2006 programming period. The content of this priority axis is related to measure 3.3. of the OP HRD “*Further development of professional education*”. The division of competencies among the ministries remains to pose a problem. In my opinion, this situation does not reflect the importance of further education as a part of lifelong learning. I believe that in order to create a functioning comprehensive system it is either necessary to adjust the competencies related to further education as a part of a lifelong learning system and charge one of the ministries with this agenda, or found a functional coordination body which would be able to use their free capacity of basic education for further education activities. However, this is not and cannot really be included in the OP.

Overall, we can say that the trends in education set by the OP HRD for the 2004-2006 programming period have been maintained in the OP EC for 2007-2013, deepened and expanded with the focus on education as a process promoting competitiveness of the Czech Republic. However, the question whether the global objective of the OP EC can really be achieved through the proposed priority axes and to what extent the development of education will promote the competitiveness of the Czech economy can be roughly answered in the middle of the programming period by means of an evaluation report.

The Operational Programme Prague – Adaptability (OP PA) is the third programme prepared for the ESF assistance in the 2007-2013 programming period. This Programme corresponds to the Single Programming Document for Objective 3 of the NUTS 2 Prague Region (SPD Prague 3). In the previous period, the MLSA has been the managing authority of the programme, while the Prague City Hall was its intermediary body.

The global objective of the SPD Prague 3 has been defined as “to create an efficient labour market with qualified workforce, competitive employers, using research and development potential of the region, allowing social integration of groups at risk and guarantee of equal opportunities while respecting the principles of sustainable development” [17].

The global objective has been further specified by the specific objectives [17]:

1. Develop flexible labour market with special regard to groups at risk, prevent unemployment, increase employability and prevent the growth of long-term unemployment;
2. Integrate disadvantaged groups, develop institutions and quality social integration services and provide equal opportunities for women and men on the labour market;
3. Develop a lifelong learning system in order to prepare qualified and flexible workforce capable of applying the sustainable development principles;
4. Make Prague organisations more adaptable, namely by improving qualifications of staff and by developing and utilising the Prague innovation potential.

To achieve these specific objectives the following priorities and measures were set[17]:
Priority 1 Active employment policy

Measure 1.1 Develop the active employment policy and enhance its targeting

Priority 2 Social integration and equal opportunities

Measure 2.1 Integrate specific groups at risk of social exclusion

Measure 2.2 Reconcile family and work life

Measure 2.3 Global Grant - Strengthening the Capacity of Social Services Providers

Priority 3 Development of lifelong learning

Measure 3.1 Develop initial education as a basis for lifelong learning, with regard to the needs of the labour market and knowledge-based economy

Measure 3.2 Develop further education and training

Priority 4 Adaptability and entrepreneurship

Measure 4.1 Improve adaptability of employers and employees to the changing economic and technological environment and thus enhance their competitiveness

Measure 4.2 Co-operation of research and development institutions with business sphere, support innovation

Measure 4.3 Development of tourism

Priority 5 Technical assistance

We can see that the priority structure of the SPD 3 Prague is very similar to the OP HRD priority structure (both programmes were prepared by the MLSA). While the OPPA, prepared by the Prague City Hall, is based on the SPD Prague 3 and its global objective is:

- Increase the competitiveness of Prague by strengthening the adaptability and efficiency of human resources and by improving access to employment for all people [11].

The scope of the OPPA global objective (Prague's competitiveness) is wider than the scope on Prague was in the SPD Prague 3. This global objective is specified by specific objectives [11]:

- Increase the professional mobility and adaptability of employees and employers aimed at the improvement of work quality and productivity;
- Improve employment availability for disadvantaged people and increase their involvement in the labour market;
- Improve the quality of education and training for people in line with the requirements of the labour market.

To achieve these specific objectives the following priority axes were defined [11]:

Priority axis 1 Support of knowledge economy development

Priority axis 2 Support of access to the labour market

Priority axis 3 Modernisation of initial education

Priority axis 4 Technical assistance

As we can see, the OP PA priority axes are similar to the priorities of the SPD Prague 3, but not entirely identical. The conception of the strategic part is somewhat different from the SPD Prague 3. Nevertheless, the OPPA priority axes include important issues of human resources development in Prague, which have not changed too much during the shortened period 2004-2006. The development of human resources in Prague faces other problems which result from Prague's position within the Czech Republic in the area of economy, education, culture, social life, etc.

Finally, we can say that the operational programmes of the ESF assistance prepared for the 2007-2013 period are based on the programme documents implemented in the

previous 2004-2006 period. This situation is also influenced by the fact that the previous period was so short, that the human resources issues and their improvement or, perhaps, solutions require an extended period of time and three years is too short for fundamental changes in this area. Therefore, in present programming period the Czech Republic has decided to continue to support the human resources development processes started in the previous period 2004-2006.

4. Experience from the EQUAL Community Initiative

The importance of the Community Initiative EQUAL for this article lies both in its specific focus and the way it has influenced the programme realization in the new programming period 2007-2013. The Community Initiative EQUAL was launched in the EU for the programming period 2000-2006 and it has been realized in two calls for proposals launched together at all the member states. The objective of this programme has been very specific – especially comparing it with the objectives of the other (main) forms of aid financed in the same programming period from the European Social Fund [15].

The objective of this programme has been to promote an transnational co-operation between the member states focused on the development and testing of the new means of combating discrimination and inequality at the labor market. This programme has therefore represented a tool, a laboratory to test new approaches concerning the most problematic aspects of the labor markets in the member states using the transnational transfer of know-how and experience.

It has been based on a systematic support of several key principles: thematic approach, mainstreaming, innovation, empowerment and partnership. Partnership principle (in the context of this programme) has meant the partnership at the project level, however at the European and programme level it was applied as well [7,8].

The experience gained from this programme is nowadays used in the new programming period 2007-2013 in form of the transfer of its know-how to the new operational programmes. The biggest experience gained within the EQUAL Initiative implementation is focused on the innovation, transnationality and partnership principles.

Transnationality can be supported within the new ESF programmes by two different ways. It can be supported by a priority axis focused on this area or as an eligible expenditure in any of the other priority axis. If the member state decides to have an individual priority axis, as e. g. the Czech Republic did in the OP HRE, it gets 10 % ESF funding more to this priority axis compared to the standard rate of programme co-financing. On the other hand, the possibility to support transnational co-operation also in form of an eligible expenditure gives a better flexibility to the member state during the implementation of the programme, because no specific budget has to be allocated to the transnational activities in such a case. In the Czech Republic the combination of both approaches have been used in the new programming period, there is a priority axis focused on transnationality in the OP HRE as well as it is possible to include the transnational co-operation also in other projects supported by other ESF OP, if it would be beneficial for the achievement of the project objectives.

As for innovation, there is no ESF OP focused directly on the support of the innovative projects in the new programming period. However, it is possible to support these projects as horizontal approach to their support has been implemented in the Czech Republic.

As for the partnership, the EQUAL programme management has proved that partnership is not always as efficient as expected, especially an excessive number of partners involved in a project causes problems to its management. It has also been shown that not always the

partnership approach is necessary or even advisable. In many cases the partners did not really participate in the project activities as expected and in some of them it is even questionable if the realized activities still belong under the definition of the partnership or if this approach was used just to avoid the application of the public procurement procedures.

In all cases, the EQUAL Community Initiative represented an interesting laboratory for new approaches, which also helped to clarify the role and outcomes of the innovation, transnationality and partnership applied at the project level. And as after the reform of the EU structural policy from 2006 the experience gained during the realization of this programme becomes a significant part of the operational programmes supported by the European Social Fund in the new programming period, the partnership, innovation and transnationality might have a significant impact on the project level in this period as well as it had it in the previous programming period.

5. The change in approach and in practice of the ESF programme implementation in the Czech Republic from the point of view of the EU Economic and Social Cohesion Policy reform

As for the structure of the operational programmes financed from the ESF in these two programming periods in the Czech Republic, the biggest difference reflects the fact that in the new programming period 2007-2013 there is no community initiative financed from the European Social Fund launched at the European level, and therefore, all the programmes which are implemented during this programming period have the character of the main forms of assistance. The elimination of the Community initiatives as individual forms of assistance from the system of the EU structural funds implementation is one of the key aspects of the structural policy reform from 2006. The reason of this change as well as of many other changes of this reform is an effort to simplify the structural funds management both at the European level and the national level of the Member States.

As for the focus of the operational programmes financed from the European Social Fund in the Czech Republic in these two programming periods; we saw above that the SPD Prague 3 supported within the programming period 2004-2006 corresponds roughly to the OP PA realized within the new programming period 2007-2013 and the focus of the OP HRD realized in the programming period 2004-2006 corresponds to two operational programmes realized within the new programming period 2007-2013: OP HRE and OP EC. However, this structure of the ESF programmes implemented in 2007-2013 is not necessarily the most logical one due to the possibilities of the structural funds management simplification opened to the Member States in 2006.

The management of the structural funds at the level of the member states requires many different rules and principles to be followed. According to the evaluation studies prepared in the Czech Republic during 2004-2006 period, the management of the ESF programmes realized in this first programming period have proved many problems, obstacles and inflexibilities. One of the main problem of their implementation was the inefficiency connected to the fact that the implementation structure of the programmes was too complicated and included too many implementation authorities (managing authorities, their intermediary bodies, final beneficiaries which realized individual calls for proposals etc.). All these issues made it only more complicated for potential individual beneficiaries because they had to follow many sources of information and to deal with the fact that the rules stipulated by intermediary bodies for call for proposals of the programme differed very often from the ones launched earlier or launched by a different intermediary body.

The reform of the structural policy from 2006 was realized mainly in order to strengthen the transparency and efficiency of the structural funds management both at the level of the EU and at the level of individual member states. It eliminated the Community Initiative EQUAL as an individual form of ESF assistance, it restructured the objectives, it made it possible to focus one single OP on more than one objective, it simplified the preparation of the programmes (by eliminating national development plans, Community Support Frameworks, single programming documents and programme complements), it eliminated measures as parts of the priorities with own financial resources allocated at the level of the programme complement and therefore let it up to the needs of the member states to decide how much money will be used to which area of support within the agreed structure of the priority axis, it made it possible to support transnational co-operation within any ESF programmes, it made the system of on-going evaluation of the programmes more flexible and adjustable to the specific needs of the member states, etc.

However, the approach of the Czech Republic applied while preparing the operation programmes for the ESF for the new programming period has not fully corresponded to the intentions of the structural policy reform from 2006 because instead of reduction of the number of programmes, the number of their priority axis and the number of the responsible public authorities included into the implementation structure of some of the OP, the human resource development supported in the Objective “Convergence” with a very similar scope to what has been financed by the OP HRD in 2004-2006 is realized within two different OP (OP HRE and OP EC). The SPD Prague 3 is replaced by the OP PA, which might seem as appropriate, however as the new Council regulation concerning the general rules for the structural funds management makes it possible to focus one OP both to the Objectives “Convergence” and “Regional Competitiveness and Employment” (as we saw it partially in OP HRE, or even in OP EC), there was no real need to have three different OP financed by the ESF in the Czech Republic in 2007-2013. We could have supported exactly the same areas and exactly the same types of projects as today in the new programming period only within one ESF OP which might have been composed out of four priority axis where each of them could have substituted one of the new OPs and the last priority axis could have been focused on the technical assistance for all three thematic priority axes. Such an approach would make it much more easier for both the responsible public authorities and for the potential final beneficiaries or recipients or the ESF funding. It would have also made it much easier to re-allocate the financial resources from one priority axes to another, if necessary during the realization of the programme. In fact, such an approach would simplify not only the technical management of the OP (the co-ordination of the different part of the HRD would be easier, only one monitoring committee for all the ESF could be set, only one annual implementation report for all the ESF could be prepared, etc.), but also for the financial management (as the re-allocation of the resources between the priority axes is much more easier compared to the potential re-allocations between the individual ESF programmes) and for the final beneficiaries/recipients interested in the ESF funding who could find all the necessary information in one OP.

Furthermore, an another positive consequence of such an approach would be the fact, that if the strategy of only one ESF programme was adopted, many decisions and responsibilities which are now given to the European Commission would be given to the managing authority (e. g. decisions concerning the approval of all 15 individual priority axes included in all three OPs financed by the ESF in the Czech Republic in the new programming

period 2007-2013 would be limited to the approval of only 4 priority axes, including their content and financial allocations).

From the above analyses it is obvious that the possibilities for the simplification of the structural funds management given by the economic and social cohesion policy reform from 2006 to the member states were not in case of the ESF implementation in the Czech Republic fully used. The content of the programmes prepared for the new programming period could have been supported also within a much less complicated structure of ESF assistance (using one single ESF OP instead of having three different ESF programmes). Furthermore, the structure of the new ESF OP does not even reflect the experience gained during the ESF programme implementation in 2004-2006 programming period because the structure of the new programmes, including both the number of priority axis and the implementation structure of the programmes has not been as simplified as possible.

6. Conclusions

The main objective of this paper was to analyze and to compare the European Social Fund (ESF) programme implementation in the Czech Republic both in the shortened programming period 2004-2006 and in the new programming period 2007-2013 from the point of view of the changes in an approach and in practice of the EU Economic and Social Cohesion Policy realized in the new programming period.

As for the scope of the new ESF OPs, we can conclude that the operational programmes of the ESF assistance prepared for the 2007-2013 period are based on the programme documents implemented in the previous 2004-2006 period, which is influenced by the fact that the previous period was not enough long to make it possible to finalize all the necessary reforms and fundamental changes in the area of HRD. Therefore, the strategies of the HRD implemented within the ESF programmes in the two programming periods can be evaluated as consistent.

However, as for the structure of the ESF OPs priority axes and as for their implementation structure, it is obvious that the possibilities for the simplification of the structural funds management given by the economic and social cohesion policy reform from 2006 to the member states were not in case of the ESF implementation in the Czech Republic fully used because the same scope of the programmes prepared for the new programming period could have been supported within a much less complicated structure of ESF assistance (using one single ESF OP instead of having three different ESF programmes).

Furthermore, from the above mentioned analyses, we can even conclude that neither the experience gained in the Czech Republic in the ESF programme implementation nor the possible simplification of the ESF management given by the structural policy reform from 2006 were not used as much as possible.

Literature:

[1] BROWN, L., FANTOVÁ-ŠUMPÍKOVÁ, M., PĚCHOTOVÁ, B., PĚLUCHA, M., POTLUKA, O.: Doporučení k efektivnímu a průhlednému užívání a čerpání prostředků ze strukturálních fondů. Praha: Transparency International – Česká republika, 2007. ISBN: 978-80-903032-2-5.

- [2] BROWN, L., STAROŇOVÁ, L.: *Výběrová kritéria a postupy hodnocení projektů financovaných z Evropského sociálního fondu v ČR*. Aktuální problémy v ekonomii a v podnikatelské činnosti v kontextu Evropské unie. Bratislava: Bratislavská vysoká škola práva, 2008. ISBN: 978-80-969320-3-0.
- [3] BROWN, L.: *Partnerství a jeho podpora v programech podporovaných z Evropského sociálního fondu v České republice*. Recenzovaný sborník z mezinárodní vědecké konference Veřejná správa a partnerství, Bratislava: Ekonomická univerzita, 2007. ISBN 978-80-225-2425-4.
- [4] KOUŘILOVÁ, J.: *Vzdělání obyvatel ČR: regionální disparity, faktor regionálního rozvoje*. Doktorská disertační práce, Národohospodářská fakulta Vysoké školy ekonomické v Praze, 2007
- [5] WOKOUN, R., KOUŘILOVÁ, J.: *Zkušenosti z předběžného hodnocení operačních programů realizovaných z prostředků ESF a ERDF v gesci MŠMT v období 2007-2013*. In: Sborník příspěvků z odborné sekce „Území, znalosti a rozvoj na počátku 21. století“ mezinárodní konference „Zvyšování konkurenceschopnosti“, Ekonomická fakulta VŠB-TUO, Ostrava 2007, ISBN 978-80-248-1554-1
- [6] Nařízení Rady (ES) č. 1081/2006, o Evropském sociálním fondu (pro programové období 2007-2013)
- [7] Nařízení Rady (ES) č. 1083/2006, o obecných ustanoveních k ERDF, ESF a FS (pro programové období 2007-2013)
- [8] Nařízení Rady (ES) č. 1260/1999, o obecných ustanoveních o strukturálních fondech (pro programové období 2000-2006)
- [9] Nařízení Rady (ES) č. 1784/1999, o Evropském sociálním fondu (pro programové období 2000-2006)
- [10] Operační program Lidské zdroje a zaměstnanost ČR
- [11] Operační program Praha – Adaptabilita
- [12] Operační program Rozvoj lidských zdrojů ČR
- [13] Operační program Vzdělávání pro konkurenceschopnost ČR
- [14] Program Iniciativy Společenství EQUAL
- [15] Sdělení Komise (2003) 840 vymežující pravidla pro druhé kolo Iniciativy Společenství EQUAL
- [16] Společný regionální operační program
- [17] Jednotný programový dokument pro Cíl 3 regionu NUTS 2 Praha