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## SUMMARY OF ACADEMIC ACHIEVEMENTS IN ENGLISH

**1. Name and surname:** Katarzyna Kuć-Czajkowska

### **2. Diplomas, scientific degrees**

**2006 r.** scientific degree of doctor of humanities in the area of political science, Faculty of Political Science, Maria Curie-Skłodowska University in Lublin, dissertation title: *Metropolitan character of Warsaw*, supervisor: dr hab. Stanisław Michałowski, prof. nadzw., reviewers: dr hab. Agnieszka Pawłowska (UMCS), prof. dr hab. Piotr Eberhardt (Polish Academy of Sciences)

**2001 r.** MA in political science, specialization: local government and local politics, Faculty of Political Science, Maria Curie-Skłodowska University in Lublin, master's thesis: *The system of local government of the capital city of Warsaw*, supervisor: prof. dr hab. Zbigniew Szeliga, reviewer dr hab. Stanisław Michałowski, prof. nadzw.

### **3. Information on employment in academic institutions**

**2006-present** assistant professor in the Department of Local Government and Policy, Faculty of Political Science, Maria Curie-Skłodowska University, Lublin

**2007-2012** Head of Post-graduate Studies in the field of European Funds in Local Government, Faculty of Political Science, Maria Curie-Skłodowska University, Lublin

**2009-2011** lecturer, The University College of Enterprise and Administration in Lublin, employment based on a civil law contract

### **4. Identification of the Achievement Resulting from art. 16 section 2 of the Act of March 14, 2003. on Scientific Degrees and Scientific Titles and on Degrees and Titles in Arts:**

#### **a) scientific achievement title**

*Functional Areas of Voivodeship Cities in Poland - Area of Cooperation and Competition for Local Governments*

#### **b) scientific publication documenting the scientific achievement, being the basis for the application for the doctor habilitatus degree**

Katarzyna Kuć-Czajkowska, *Obszary funkcjonalne miast wojewódzkich w Polsce - przestrzeń współpracy i konkurencji samorządów terytorialnych [Functional Areas of Voivodeship Cities in Poland - Area of Cooperation and Competition for Local Governments]*, 2019, Maria Curie-Skłodowska University Press, Lublin, pp. 527, ISBN 978-83-227-9199-8, reviewer prof. dr hab. Tomasz Kaczmarek (UAM)

**c) presenting the scientific purpose of the aforementioned paper and the results achieved together with the description of their possible application**

For more than ten years, a growing interest in the problem area of metropolitan area systems and of metropolitan area management is observed in Poland. In the discussion, several threads could be indicated, first of all it seems that the administration-territorial reform of Poland of 1999 does not cover the problem of metropolitan area systems. In addition, the phenomenon of suburbanization and of related inter-municipal for new residents becomes increasingly more noticeable. As a result of which, the process of "spilling" urbanized development, the lack of rational spatial planning, the problems with the provision of municipal services, particularly those of the network type, rather than the point type, magnify.

The necessity to institutionalize cooperation in metropolitan areas constitutes one of the political and administrative challenges in good management, not only in Europe, but in Poland. Cities and neighboring local governments from functionally connected areas should have coherent and predictable development goals. The lack of integrative actions contributes to dispersing the provision of services, investment projects essential for the whole area, the fragmentation of authorities, and the responsibility for the development, resulting from dividing metropolitan areas into smaller entities being within the jurisdiction of separate bodies of local authorities. This does not favor the implementation of projects essential for the development of the whole functional area. To ignore integrative actions and searching for solutions for these issues results in their escalation, weakened development dynamics, deteriorated living conditions of the residents, and, first of all, it reduces the competitiveness of cities. The development plans of particular local governments (the main city, the surrounding of municipalities) do not include the realities of the social-economic situations and the neighborhood of other local government authorities.

Regarding these challenges, in Europe, two approaches to managing metropolitan areas: the *metropolitan reform concept*, being represented by top-down integration advocates (the so-called hard approach) and the *public choice concept*, the advocates of which support fragmented administrative division in urbanized areas (the so-called soft approach). The complexity of the relationships is therefore determined by the dilemma between the top-down, statutory solution, and the bottom-up, optional cooperation creation). The discussion also refers to the following management model type: *metropolitan government* (only public authority bodies), or *metropolitan governance* (co-management excluding social-economic partners).

The choice of the dissertation topic was dictated by several considerations. First of all, the field of political science is lacking an end-to-end study focused on the legal forms, cooperation areas of 18 voivodeship cities and municipalities, counties, from a functionally affiliated area. There are also no publications focused on the atmosphere of cooperation, relations, the impact of ideological-political views on relations, the significance of a change in the make-up of the leaders (in connection with term-based electoral verification). The existing papers refer to the characteristics of voluntary cooperation on selected examples (Poznań, Tricity, the Upper Silesia and Dąbrowa Basin Conurbation), or on an evaluation of optional legal forms of inter-municipal cooperation. The Polish and international literature is lacking analyses and comprehensive studies concerning evaluating the relations within a cooperation from the point of view of its participant - a local government leader. Apart from a few, partial scientific articles and reports, there is no studies on the editorial market that would exhaust the issue of applying the mechanism of Integrated Territorial Investments (ITI) through the functional areas of voivodeship cities in Poland, taking into consideration an evaluation of the cooperation from the point of view of mayors, city presidents, the head of board of counties (starostes) involved. The monograph aspires to complete the existing knowledge gap in these areas.

Secondly, in the cognitive and utilitarian dimension, the monograph will let the municipality heads, mayors, city presidents, counties heads, ITI offices' employees, and, first of all, those managing the so-called ITI associations to familiarize with the opinion on the cooperation, problems, and challenges in the implementation of projects emerging from the point of view of specific ITI structures and specific local governments, which are translated to relations and the functioning of partnerships. In practical terms, comparing and studying cases from other functional areas of voivodeship cities, e.g. in the scope of the cooperation fields and legal forms, the cooperation experiences of particular cities may be an example of a good practice for urbanized centers characterized by a lot more modest culture of agglomerative cooperation. The comparative approach adopted in the paper will let the local government leaders to familiarize with the situation and the problems in the functioning of other local governments involved in any agglomeration cooperation, e.g. against the background of similar ones, in terms of the number of cooperating local government authorities.

Thirdly, presenting the current legal-systemic conditions of cities in Poland, the consequences of suburbanization, the problems and challenges of the cooperation in all the functional areas between voivodeship cities in Poland will help expand the previous knowledge (the cognitive dimension), and on the utilitarian level, it will serve as an

inspiration for decision-making centers (local authorities, and, first of all, central authorities) for the purpose of end-to-end actions protecting against institutional and territorial fragmentation and atomization. The deliberations in the monograph can contribute to changing the attitude of local government leaders regarding different, possible legal forms and integrative fields.

In the spatial dimension, the dissertation covers the functional areas of all the voivodeship cities in Poland. Following the Central Statistical Office, I assumed that the voivodeship city category includes cities, which from January 1, 1999 are the seat of a voivode and/or the assembly of a voivodeship, namely: Białystok, Bydgoszcz, Gdańsk, Gorzów Wielkopolski, Katowice, Kielce, Kraków Lublin, Łódź, Olsztyn, Opole, Poznań, Rzeszów, Szczecin, Toruń, Warsaw, Wrocław, Zielona Góra.

The functional area/urban functional area category used for the needs of the analysis is a relatively new entity in the development policy, its territorial dimension. According to *the Concept of Country's Spatial Development 2030*, an urban functional area should be understood as a settlement layout, spatially continuous and consisting of separate administration units, covering a compact urban area and the urbanized zone connected to it functionally, and also the so-called close neighborhood. An area of this kind is characterized by the highest population density, but for the reasons of the structure of Poland's territorial division, it includes: municipal, urban-rural, and rural municipalities.

P. Śleszyński, when delimiting the urban functional areas of voivodeship centers, considered that a functional area is the coherent, in spatial terms, influence zone of a city, characterized by the existence of functionally affiliated and advanced urbanization processes, distinguishing from the surrounding, and becoming similar, in certain ways, to the main city.

For the needs of the analysis within the monograph, I assumed that a functional area/an urban functional area is an urbanized area clearly affiliated functionally with a voivodeship city (a few cities in the case of polycentric centers), which, from the point of view of the state's territorial-administrative structure includes urban, urban-rural, and rural municipalities located in the first, second, possibly third ring.

The chronological scope of the dissertation is determined by the characteristics of the legal-systemic situation of cities starting from 1990, the moment of enacting the so-called package of local government acts in Poland until the end of 2018. The inter-municipal cooperation forms discussed above in the paper (agreements, associations, local government associations) also have their legal basis in a legislation enacted since 1990 and binding to 2018. Taking into account the perspective of the period mentioned, a review of projects and

concepts of regulating the metropolitan area/functional area system in Poland, including the recently enacted (by the Act of 2015 on Metropolitan Associations, and the Act of 2017 on the Metropolitan Association in the Silesian Province). And the empirical position of the work: the results of surveys and in-depth surveys, was addressed to municipality heads, mayors, city presidents, starostes serving the functions during the term of office of 2014-2018. The moment of running the surveys was not accidental. It was connected with the ending term of office of local authorities, and with learning the opinion of the involved leaders on the cooperation within the structures of Integrated Territorial Investments of voivodeship cities.

The purpose of the monograph is to examine the cooperation between voivodeship cities and the neighboring local government units within the functionally affiliated area. In the book, I present the context of the legal situation of cities in Poland, a review, and an evaluation of the existing legal instruments in the scope of inter-municipal cooperation, and - on the basis of empirical studies - I attempt to explain, what determines the relations and atmosphere of cooperation between the presidents of cities, and municipality heads, mayors, starostes from their functionally affiliated area, what competition spaces could be indicated, resulting from the cooperation within the Integrated Territorial Investments.

Among the common development issues of cities and their surroundings in Poland, it is possible to notice, first of all, the lack of pragmatic, legal-systemic regulations of the key issue regarding coordinating the management of a voivodeship city and of its neighboring municipalities, counties. Secondly, the lack of any strategic shaping of the spatial order and of spatial resource management. The most apparent problems include the chaos in urbanizing areas, where the causes of problems and challenges come down to the method of using the lands, and, first of all, the condition and quality of the transport infrastructure, the pressure imposed by investors and residents on a specified way of managing non-urbanized areas, matching the interests of the previous and the new residents. The third challenge is a low level of the social capital, of the involved capital, the mental barriers, the lack of agglomeration-focused thinking and actions, which is reflected in insufficient will and skills to cooperate, necessary regarding the complexity of the functional area. All this justifies the choice of the dissertation's subtitle "The Space of Cooperation and Competition for Local Governments", it makes it possible to familiarize with the complexity of the relations in the functional areas analyzed from the point of view of deliberations embedded in political science, where the problems of managing, integrating urban functional areas are some of the harder public policy challenges.

The studies completed for the needs of the paper were used to verify the authenticity of the following hypotheses:

Hypothesis 1: The issue of coordinating and integrating the cooperation in the functional areas between voivodeship cities (according to approach ) will not be resolved in Poland until the state administration decides to fund from the state budget the operation of the metropolitan area entities.

Hypothesis 2: The political allegiance of local government leaders is one of the factors determining the relations between the voivodeship cities and the municipalities, counties in the functional area.

Hypothesis 3: Any change in the make-up (fluctuation) on the position of any municipality head, mayor, president, staroste, determines the form of inter-local-government relations within urban functional areas of voivodeship centers.

Hypothesis 4: The type of the local government bodies determines the evaluation of the local leader's position within the cooperation (their sense of subjectivity) and utilization of the Integrated Territorial Investments, and the smaller (territorial, demographic, economic) resources a municipality has, the lower self-assessment of the self-agency of its representatives (municipality heads, mayors), and of the impact on decisions being made.

Hypothesis 5: The Integrated Territorial Investments and the implementation of joint projects by voivodeship cities and municipalities, counties located in the functional areas between the voivodeship cities, have made it possible to build contacts between the local government leaders, have contributed to an improvement in the cooperation culture, have eased exchanging experiences, building partnerships, and mobilizing endogenous development resources.

To verify the aforementioned hypotheses, the following research question shall be used:

- What is the progress of, and what influences (the size, type of local government units involved in the cooperation, the ideological-political views, personal fluctuation on the position of the executive authority, the character traits of the leaders) the cooperation relations and atmosphere between the city president of a voivodeship city (for polycentric centers - the presidents), and the leaders of the municipalities (possibly counties involved in the cooperation) located within the functionally affiliated area?
- What kind of problems, challenges, and competition levels occur in the cooperation between the voivodeship cities and the municipalities (possibly counties) located within the functionally affiliated area?

- In what legal forms, areas, planes the voivodeship cities and municipalities (possibly counties) located in the functionally affiliated areas cooperate?
- Whether the cooperation within the Integrated Territorial Investments meets the assumed integration function for the local governments within the functional areas of the voivodeship cities, constitutes a space for future cooperation, even without any external (EU) support?
- What are the success factors and threats for the cooperation initiated within the utilization of the Integrated Territorial Investments mechanism in the functional areas between the voivodeship cities?
- Whether undertaking integrative actions and creating institutionalized cooperation forms in the urban functional areas is, according to municipality heads, mayors, city presidents, starostes involved in the cooperation, needed?

The monograph is cross-functional, and to achieve the research objectives required applying several methodological approaches suitable for social sciences, mainly political science: the institutional-legal method (analysis of legal standards), the comparative method, the behavioral method, the quantitative method, and the qualitative method.

To analyze the normative acts, local law acts, the content of statutes, agreements, and their effect on the issue of integrating and coordinating the cooperation in the urban functional areas being studied, the institutional-legal method was used. This approach turned out to be particularly useful in the chapters, where I characterize the content of the statutes of associations and Associations, the content of the agreements, and I present possible cooperation forms, and the legal-organizational situation of cities in Poland after 1989.

The application of the comparative method made it possible to compare the data and information in order to process the fields and legal forms of the cooperation between the voivodeship cities and the surrounding municipalities, counties. I applied this method also to compare the answers within the results of the surveys and to conclude on the basis of the answers to the questions from the survey form cross-referenced to the independent variables (a local government unit's type, the number, term of office, and gender of a respondent, the type of ITI's legal form, and by each of the functional areas: Białystok, Bydgoszcz-Toruń, Gdansk, Gorzów, Katowice, Kielce, Kraków, Lublin, Łódź, Olsztyn, Opole, Poznań, Rzeszów, Szczecin, Warszawa, Wrocław and Zielona Góra).

On the other hand, the behavioral approach helped to analyze the behavior of local leaders from the point of view of what they are doing, how do they do it, and why do they do it. For a political scientist, it was important to obtain the answers to the questions of what determines the relations, the cooperation atmosphere, what influences the functioning of the partnerships

created for the functionally affiliated areas, what are the problems and challenges from the point of view of the local leaders involved in this cooperation.

The data collection method bringing new contents was *the desk research technique*, consisting in gathering and analyzing the information from several sources: made available by city offices upon request (on the basis of the Act on Access to Public Information), searching databases, e.g. the MSWiA Association register. The justification of the application of this technique for the factual purposes was the lack of alternative methods to obtain the material on the fields and legal forms of the cooperation between 18 voivodeship cities and the surrounding local authorities. In this way, I worked to determine the fullest possible set of Associations, associations, signed agreements involving a voivodeship city, active between 1990 and 2018.

The essential part of the monograph is formed by the results of original quantitative studies (a mail survey), and qualitative studies (surveys). The purpose of the empirical study, a mail survey conducted in 2018, was to learn the opinion of local leaders on the cooperation atmosphere, the factors determining the relations between the city president of a voivodeship city and the municipality heads, mayors, starostes, specifying possible planes for the competition mentioned in the title, and also the sustainability of this cooperation going beyond the EU co-funding perspective. In total, 368 survey questionnaires were sent to municipality heads, mayors, city presidents, starostes cooperating within 17 Integrated Territorial Investments. The analysis covered all the voivodeship cities, and a joint ITI has been created for Bydgoszcz and Toruń. A completed survey questionnaire was sent back from 194 local government units, which means a return rate on a level of over 52%. The survey met with interest, a completed form (at least 2 copies) was sent back from all ITI of the voivodeship cities. Not without significance was the fact that the moment of conducting the study was an election year, and many of those asked decided to participate in the survey. Analyzing the answers in the questionnaires completed, yet another reason for the interest in the study could be indicated. The municipality heads, mayors, district heads wanted to report or share the issues occurring in connection with the use of the ITI instrument and the performance of the projects. This is demonstrated, among others, by the statements in the comments to the survey emphasizing that the questionnaire is not elaborated enough to exhaust the complex problem area of the Integrated Territorial Investments.

The deliberations in the monograph are supplemented by several fragments from unpublished individual in-depth surveys conducted between May 2016-March 2017 with



municipality heads, mayors, presidents for the purposes of implementing the NCN OPUS6 grant entitled *Cohabitation on the Municipal Level in Poland*.

The book consists of five complementary chapters, The Introduction, the Completion and the Annex. The substantive layout of the paper's structure is determined by the main analysis areas. The issue of integrating and coordinating the cooperation in the metropolitan areas comes down to applying one of the approaches, the top-down approach (the statutory approach, the so-called), or the grassroots approach (voluntary cooperation forms, the so-called *bottom up*), or their combination. This is why, Chapter One: *Integration and Coordination of Cooperation in Functional Areas - Research Perspective* is introductory. In it, I discuss the problems related to the suburbanization process (as the imperative of integrated management), which constitutes a challenge for local authorities (a voivodeship city, the municipalities of a functionally affiliated area). I discuss the already mentioned theoretical context of managing metropolitan areas (approaches: *top down* and *bottom up*). I supplement this review by the *metropolitan governance i public choice concepts*. Another part of this chapter contains the characteristics of the territorial dimension of EU's cohesion policy, namely The Integrated Territorial Investments and the adopted delimitation for the functional areas of the voivodeship cities. Within this chapter, I'm describing the methodology of my own study - a mail survey conducted in 2018.

The assumption of Chapter Two: *The Integration and Coordination of Cooperation in Functional Areas in Poland - The Top Down Approach* was to discuss attempts to adapt the method to the Polish reality. I characterize the legal-institutional situation of the cities in Poland after 1989. and I present a discussion related to the observed lack of systemic solutions for the cities and their functionally affiliated surrounding. I analyze projects and proposals of regulating the issue of metropolitan areas/functional areas prepared after 1990 for the purpose of solving the problem of integration in the territory-administratively fragmented environment of the cities in Poland. This is the shortest chapter in the paper, since the experiences in the scope of the statutory approach to regulating the issue of metropolitan area management in Poland is modest, coming down mostly to concepts and draft acts, excluding the Act on metropolitan associations adopted in 2015 and repealed in 2017 and the Act of 2017 creating the only metropolitan association - the Upper Silesia-Dąbrowa Basin Metropolis.

In Chapter Three: *The Integration and Coordination of Cooperation in Functional Areas in Poland - The Bottom Up Approach* is characterized by the use by voivodeship cities and the neighboring municipalities, counties, of the approach *bottom up* in practice, namely I discuss

the voluntary legal cooperation forms in the urban functional areas of voivodeship centers. I list the actually functioning associations, unions, and agreements signed with the participation of one of 18 voivodeship cities. In the final part of this chapter, I discuss the practice of cooperation, namely the issues and barriers of integrative actions.

The Integrated Territorial Investments of the voivodeship cities are a way to coordinate the cooperation in the functional areas, which, on one hand, has the *top-down* nature (the approach). The assumptions and guidelines of the European Commission regarding the ITI mechanism have been supplemented by Polish provisions in this regard. The voivodeship cities have been obliged to create the so-called ITI associations, to prepare a strategy, etc. On the other hand, the ITI are integration mechanisms being in line with the approach *bottom up*, because the legal form of the so-called ITI associations, and the number of local government units, and whether these will be only municipalities, or also cooperating municipalities and counties, have been left for local arrangements. In this way, the ITI tool combines *top-down* guidelines with cooperation shaped on the basis of the local context (*bottom up*). In Chapter Four: *Cooperation within the Integrated Territorial Investments*, I discuss the results of my original survey studies conducted in 17 functional areas of voivodeship cities appointed for the needs of implementing the ITI mechanism<sup>1</sup>. From the point of view of the local leaders involved in the study, I analyze the cooperation atmosphere, the mutual relations between members of local governments, and, first of all, between the authorities of a voivodeship city, and the municipalities, possibly counties. I try to determine, what does the formalization level of the cooperation prove (the adopted legal form of ITI), whether any personal change on the position of a voivodeship city president improves *or* harms the mutual relations in a particular functional area, or the size of a local government unit, the political views, any personal fluctuation on the position of the executive authority in a municipality/the chairperson of the executive authority in a county, the character traits of the leaders are translated to the relations between members of local governments and what kind of challenges and issues occur in connection with the implementation of projects and the cooperation within ITI?

The basis for the deliberations in Chapter Five: *The cooperation challenges in the functional areas of voivodeship cities* became - based on the results of empirical studies and an analysis of the content of the statutes, agreements - determining the sustainability (continuation) of the cooperation established for the needs of ITI. In this part of the study, I also indicate the threats, challenges, the factors determining the success of the cooperation

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<sup>1</sup> When characterizing particular voivodeship cities and local governments located in an area affiliated with them functionally, I interchangeably use the terms: the functional areas of voivodeship cities, or urban functional areas.

within the ITI structures, and more broadly of the metropolitan area cooperation. Here, cognitively interesting survey results are included, resulting from the answers to the questions, whether coordinating the cooperation within the urban functional areas is (*or* is not) necessary, according to municipality heads, mayors, presidents, starostes; who benefits from this cooperation *or* who loses - the voivodeship city or the neighboring municipalities. The last part of this chapter contains a description of the determinants and challenges for the cooperation in the case of each of the functional areas of voivodeship cities.

The results of the studies performed made it possible to answer the first research question regarding the factors determining the relation within urban functional areas, and, first of all, between the president of a voivodeship city (for polycentric centers - the presidents) and the leaders of the municipalities (possibly counties). The hypothesis that the political allegiance of local government leaders is one of the factors determining the relations between the voivodeship cities and the municipalities, counties, was confirmed. The allegiance, and the ideological-political views were significant for some, in particular large (taking into account the number of local government units' leaders involved) functional areas, namely: Bydgoszcz-Toruń, Tricity, Silesian, Kraków, Łódź, Poznań, Rzeszów and Warsaw ITI. Election committees (represented by municipality heads, mayors, presidents, starostes), civil, (in particular antagonized) pro(to)parties or political parties, did influence the cooperation, the issues of settling disputes, or issues in mutual relations. This was confirmed by local government leaders themselves, who evaluated the impact of the political views on the conflicts or disputes within a partnership established as significant, and also (under another question from the survey) the assessment of the cooperation atmosphere, in particular where it was described as confrontational, competitive (this related to Bydgoszcz-Toruń, Tricity, Katowice, Kraków, Opole, Poznań, Rzeszów ITI structure). On the other hand, the impact on the relations and the cooperation atmosphere between the leaders representing the particular political groups was not significant. Due to the lack or few persons, who have won elections with a support of a political party in Białystok, Gorzów, Lublin, Kielce, Olsztyn, Opole, Szczecin, Wrocław and Zielona Góra functional area. This means that for monocentric, smaller ITI (with a few or a dozen or so local governments), the characteristic impact of the political views and the representatives of political parties on the mutual relations is much smaller.

The second factor which determines the cooperation, and at the same time which is hypothesis (3), is a personal change on the position of any municipality head, mayor, president, staroste, which is translated into the form of the inter-local-government relations

under the functional areas being analyzed. The comparison of the results of three local government elections 2010, 2014, 2018, and the opinions of members of local governments that use the ITI mechanism, expressed in the empirical studies, make it possible to verify positively the validity of the hypotheses at least for some functional areas in the voivodeship centers. Based on a comparison of the answers from the survey studies with the PKW (Polish Election Committee) data, the impact on the relations between local governments within the ITI cooperation was observed in: Białystok, Gorzów, Tricity, Lublin, Łódź, Opole, Olsztyn, Poznań and Zielona Góra ITI partnership. On the other hand, in the group of the local governments studied, where the effect of fluctuations on the positions of municipality heads, mayors, presidents, starostes did not play any significant role that would destabilize the situation and mutual relations, are: Bydgoszcz-Toruń, Katowice, Kielce, Kraków, Rzeszów, Szczecin, Warsaw and Wrocław Integrated Territorial Investments. One can also indicate functional areas (e.g. Warsaw, Kielce, Bydgoszcz-Toruń), where in 2018 a high personal fluctuation reaching half of the ITI make-up in the executive bodies of municipalities took place, and this factor will have a significant impact on the discussed cooperation during the 2018-2023 term of office.

The levels of divisions at least in some urban functional areas are a consequence of the size of the local governments involved in the ITI cooperation (a big city and mostly rural and urban-rural municipalities). As it results from the studies performed, the authorities of rural and urban-rural municipalities within functional areas do not necessarily are, but feel like the weaker, less significant partner. The activity of particular entities within the cooperation is directly proportional to the size and capacity of each local government. Thus, the hypothesis (4): The type of a local government unit affects the evaluation of their own position within cooperating and using funds under the Integrated Territorial Investments, was confirmed, and the smaller (territorial, demographic, economic) resources of a municipality, the lower feel of self-agency of its representatives (municipality heads, mayors), and of the subjectivity in a partnership. In the case of the ITI structures of the voivodeship cities, the relations, the title competition area, have been affected by, on the one hand, the substantive issues and arrangements resulting from the projects and cooperation, and on the other hand - by personnel, ideological-political disputes between mayors/starostes - the mayor of a voivodeship city, and also the relations between mayor - mayor, mayors - starostes etc.

Referring to the second research question, what kind of problems, challenges and competition levels occur in the cooperation between the voivodeship cities and the municipalities, counties, the following could be indicated: first of all, the inter-municipal

competition to settle new residents (municipality - municipality competition); secondly, initiatives and actions undertaken by a voivodeship city in order to stop the resident drain, and to at least slow it down (voivodeship city - municipality competition). Thirdly, the known competition for the leadership in polycentric centers (e.g. Bydgoszcz and Toruń, Gdańsk and Gdynia, and between cities with the rights of a county in the Upper Silesia and Dąbrowa Basin Conurbation) or in monocentric centers (e.g. the city of Kraków and the Kraków county - Kraków County Association operations). The competition also applies to creating institutionalized supra-regional cooperation forms. Examples of the local egocentricity in this regard are entities that operated or still operate excluding the voivodeship city, The Rzeszów Agglomeration Association with the seat in Rzeszów (excluding Rzeszów), the Warsaw Metropolis Association (a long time without Warsaw), the Spatial Planning Inter-Municipal Association with the seat in Kielce (without Kielce). Another sign of competition and localism refers to the difficulties in the operations of voluntary municipal unions, where particular local governments reluctantly decide to transfer public tasks (e.g. in the Gdańsk Bay Metropolitan Transportation Union, or the now defunct Silesia Upper Silesian Metropolitan Association), not mentioning the issues with transferring funds for joint enterprises. Among the cooperation problems, Opole and Rzeszów should be pointed out, which are solving the suburbanization issue by connecting the neighboring municipality council offices contrary to the will of the surrounding local authorities.

In spite of the competition signs, the local government leaders from particular ITI structures, including those antagonized, e.g. Bydgoszcz-Toruń, Rzeszów, Opole are interested in continuing the cooperation. This means a positive answer to the fourth research question: does the cooperation within the Integrated Territorial Investments meet the assumed function of integrating the local governments within urban functional areas, does it constitute a space for future cooperation, even without any EU support. At the same time, this confirms the validity of hypothesis (5): The Integrated Territorial Investments have been used to overcome the limitations of the inter-local-government cooperation within urban functional areas, to overcome the individualism of operations related to a low social capital on the institutional level, and with a limited tendency to cooperate.

Ignoring the obligation to create the so-called ITI unions, the local governments (the voivodeship cities and the municipality, counties) in the areas analyzed have undertaken (which was confirmed in the survey study) cooperation in other, new areas, in a formalized or not formalized form. At least one respondent from each functional area of a voivodeship city confirmed initiating such a cooperation. The largest group of municipality heads, mayors, city

presidents, starostes has indicated expanding the forms and fields of cooperation in the case of the Silesian, Bydgoszcz-Toruń, Krakow, Tricity, Łódź and Poznań ITI structure. On this basis, it can be also concluded that the institutionalized legal form of a ITI association favored shaping the culture of establishing partnerships in various dimensions. Apart from the cooperation within ITI, these were e.g. anti-smog campaigns, joint purchasing groups, fire protection projects, competency support, vocational education projects.

Referring to hypothesis (5), it must be emphasized that the formalization level of the cooperation within 17 areas created for the needs of the ITI mechanism proves the application of a legal form that ensures the possibility of withdrawing with minimum losses, the proverbial "back door". The not institutionalized form (agreement) has been chosen in the case of 8 functional areas of the following voivodeship cities: Bydgoszcz-Toruń, Gorzów Wielkopolski, Kielce, Lublin, Olsztyn, Warsaw, Wrocław, and Zielona Góra. The cooperation in the form of an association has been organized in 9 areas: Białystok, Tricity, Katowice, Kraków, Łódź, Opole, Poznań, Rzeszów and Szczecin. Considering the continuity of cooperation, on the basis of the studies performed, I distinguish the following categories:

- cooperation continuators (Gdańsk-Gdynia-Sopot, and Gdańsk and Gdynia as the organizers of separate entities, Poznań - within the Metropolia Poznań Association, Szczecin - within the Szczecin Metropolitan Area Association, Zielona Góra within the Zielona Góra Agglomeration Association, and the Upper Silesia-Zagłębiowska Metropolitan Area - on the basis of an Act enacted),
- potential cooperation continuators (Lublin - signing an annex to the agreement or cooperation within an institutionalized legal form, in the case of Olsztyn within the Olsztyn Metropolitan Area Association, Wrocław within the existing, institutionalized cooperation forms, Warsaw - within the Warsaw Metropolis Association, Łódź - the Łódź Metropolitan Area Association, Bydgoszcz and Toruń will organize their supralocal cooperation separately, each with "their own" local governments learning towards each voivodeship city, such as the already functioning Bydgoszcz Metropolis Association),
- potential deserters (Kraków, Białystok despite functioning associations created for the needs of ITI),
- deserters (Gorzów Wielkopolski, Kielce, Opole, Rzeszów).

Owing to the experience in integrative actions and in cooperation coordination, a division into two groups can be made: the juniors and the seniors in metropolitan area cooperation. The juniors are the cities Białystok, Bydgoszcz, Gorzów Wielkopolski, Kielce, Kraków, Lublin, Łódź, Olsztyn, Opole, Toruń, Warsaw and their local government surrounding, where

a system of integration incentives must be used, the benefits from the cooperation between the city and the municipalities located within the functionally affiliated area must be promoted. The second group - the seniors, are urbanized city areas, the local government leaders of which have the experience from several, ten-to-twenty years of cooperation, and are aware of the benefits and costs of the integrative actions and coordination. In this group, there are the functional areas around Gdańsk-Gdynia-Sopot, Wrocław, Poznań, Szczecin, Zielona Góra, and the Upper Silesia-Dąbrowa Basin conurbation. In the senior group, the top subcategory can be distinguished: Szczecin and Poznań.

Referring to the reply to the third research question, in what legal forms, areas, planes the voivodeship cities and the municipalities, the counties located in the functional areas cooperate, it can be stated that the integration activities and building partnerships are motivated with the drive of the local authorities to raise the quality of life of their residents, or it is required by a task/a public service being implemented. The cities and neighboring local governments cooperate in areas that are essential for the quality of life of their residents, such as transportation integration, or water-sewage management, waste, environmental protection. The forms and fields of any integration being initiated are imposed by the growing needs of the residents and limited resources e.g. finances of particular local government units. Within the public transport integration, the dominant legal form are bilateral agreements between a voivodeship city and neighboring municipalities (among others, in the Białystok, Bydgoszcz, Lublin, Szczecin, Warsaw and Zielona Góra functional area). If the public transport system is not organized based on agreements, then special purpose unions are functioning (e.g. The Transport Poznań Agglomeration Inter-Municipal Union, Gdańsk Bay Metropolitan Area Transport Association, or, until the end of 2018, the Municipal Transport Association of Upper Silesian Industrial Region). Another separate integration type, which is related to the creation of a competitive capacity of such an area is cooperating for the economic development, promotion, including investment promotions, the culture, and tourism. The majority of local governments clustered around voivodeship cities cooperate in this regard. Owing to the specific nature, this cooperation is often extended by the local government voivodeship (in terms of financial support), and by broadly understood business and business environment institutions. One entity that deserves mentioning is the Wrocław Agglomeration Development Agency. Another cause of establishing partnerships is to obtain external funds, mainly from the EU funds, this includes the means from the Integrated Territorial Investments mechanism.

From the studies, it seems that the integration initiatives are also a consequence of the Act of October 9, 2015 on Metropolitan Unions. The authorities of cities and municipalities of the first, second ring, by recognizing the possibility of a certain bonus for cooperating in the form of 5% higher revenues from the natural persons income tax (PIT), have initiated creating associations, or resumed the operations of integration entities e.g. The Bydgoszcz Metropolis Association (functioning between 2010-2012 as the Bydgoska Metropolis Association). The office of the Association mentioned has even prepared the draft act on the Bydgoszcz Metropolitan Union. This thesis is confirmed by the content of the articles of association of other operating associations, where the objectives have been supplemented by an item regarding actions to appoint a metropolitan union, and the local government members interested in this have prepared draft acts/concepts for such unions: the Poznań Metropolitan Union, drafts have been also developed for the Wrocław Metropolitan Union, the Tricity Metropolitan Union. Financial support from the state budget encouraging to cooperate in the scope of the implementation of tasks going beyond the administrative borders of particular local governments was the subject of the substantiation in the case of the Act on the Metropolitan Union in the Silesian Voivodeship, thanks to which the only (so far) metropolitan union was established - the Upper Silesia-Dąbrowa Basin Metropolitan Area.

The issue of coordinating and integrating the cooperation in the functional areas in the voivodeship cities will not be resolved in Poland according to the approach, until the state administration decides to fund from the state budget the operation of the so-called metropolitan unions. The studies and comparisons, performed for 18 functional areas of voivodeship cities make it possible to positively verify the validity of this hypothesis (1). This is proven, first of all, by the substantiation to the Draft Act on Metropolitan County, where, in the conclusion, it is stated, "In the opinion of the Council of Ministers, the issues of the metropolitan areas should be solved in a way, which would not generate additional effects for the state budget". Secondly, this is confirmed by a large number of conceptual metropolitan area acts submitted, which have been left at the draft stage, and, regardless of the political situation, they couldn't be pushed through the full legislative procedure. Thirdly, the lack of executive acts after 2015 to the Act on Metropolitan Unions was supposed to prevent their creation, and therefore the necessity of funding these entities from the state budget. The problem of finding funds for the functioning of a metropolitan union for each voivodeship city, and the first, second, third ring of municipalities in the form of a 5% share in the PIT tax, decided on the lack of executive regulations, and, as a consequence on the repeal of the Act in 2017 The details of the system and of the organization of a metropolitan area entity could be



debated (e.g. the method of choosing the authority bodies, the number of members, the scope of tasks undertaken, etc.), but with a high likelihood, the issue of managing voivodeship cities and their urbanized, functionally affiliated environment will not be resolved successfully for the interested local governments, until the state authorities decide to secure funds in the budget for this purpose. Efforts of subsequent local leaders to establish metropolitan entities according to the approach will be ignored and described as premature.

Being experienced in the four-year period of implementing the Integrated Territorial Investments mechanism in a partnership, municipality heads, mayors, city presidents, starostes were asked to answer the question, what - in their opinion - determines the success of cooperation. The largest group between the leaders indicated the substantive factor - common problems and challenges, and the psychological factor - mutual trust between the members. A lot less connected the cooperation success with the experience (cooperation tradition). The survey subjects did not equate strong leadership with the person of a voivodeship city president, and a small group of the subjects indicated strong leadership as a precondition of a successful cooperation. For the subjects, the leadership in the case of ITI cooperation is probably not the key determinant of successful cooperation. However, the stance of a voivodeship city president is significant, because they often decide, whether cooperation in the metropolitan area survives the test of time. Weak, ineffective leadership (at the institutional level) will help destabilize any future cooperation in such areas.

When it comes to threats for effective cooperation, the presence of unresolved conflicts and tensions could be indicated, e.g. an annexation action (the example of Opole, Rzeszów). This also includes frustration caused by the lack of clear results in the partnership. An investment project is implemented a lot more efficiently individually than in cooperation, where the positions of cooperation partners must be taken into account. In addition, it is harder to implement a project, when not all the partners are interested and involved in the same way. The leaders surveyed noted that an entity being a member of a functional area covered by a ITI instrument is excluded from certain EU programs.

The purpose of the sixth research question, whether undertaking integrative actions and creating institutionalized cooperation forms in the urban functional areas is needed, had a cognitive dimension, and was useful in determining, what is the perspective (the view on the issue) of cooperating municipality heads, mayors, city presidents, starostes. I evaluate the results optimistically, first of all the fact that this type of cooperation is very much needed, raises no doubts. The positive answer was given by close to 95% of the subjects. One person was of the opposite opinion.

The conclusions from the studies performed have a cognitive and practical dimension. First, Poland, when it comes to solutions for urban functional areas, apart from the voluntary inter-municipal cooperation forms (the approach *bottom up*), is at the point of start. The difficulties of coordinating the cooperation between the voivodeship cities and their neighboring units result, among others, from the lack of legal regulations, which would support, or even mobilize local government bodies to cooperate. The introduction of necessary solutions is limited by political disagreement, which is demonstrated by the projects and proposed acts described in the monograph, which have not passed the full legislative procedure.

Despite the observed strategy of waiting, it is justified to create and introduce, through the statutory means, consistent legal-organizational solutions, if not for all, then pilot solutions for selected functional areas. The provisions of the so-called Metropolitan Act should create formal-legal frameworks for the functioning of institutional-organizational forms individually developed by interested local governments. The words of I. Sagan - that these can be forms built on the management principle and standardized, strongly formalized cooperation between local government units constituting the metropolitan structure, and on associating agreements between local governments, or any of their combinations, fit here. The representatives of the authorities of the particular units from such an area should decide themselves, which legal form of cooperation to assume.

On the utilitarian level, the legal frameworks of the Metropolitan Act should take into account:

- the rules of local government units' participation in creating the integration and management system (it is worth adding that on the practical level, the issue of delimiting such areas based on the division into municipalities, or municipalities and counties, appears. Determining the range of the area on the level of fundamental local government units - the municipalities, makes it possible to delimit a more compact space-functional structure. On the other hand, one advantage of delimiting based on municipalities and counties is better administrative cohesion. Determining a functional area, according to the criterion of belonging to counties, on the one hand, makes it possible to avoid the division into municipalities belonging and not belonging to such an area, which disorganizes the counties, and may also cause conflicts);
- institutional issues - within the institutionalized form of managing a voivodeship city and its integrated area, a decision-making-controlling and executive body should be appointed. It is necessary to diversify the method of electing the president of the integration entity

depending on the center: monocentric and polycentric. In the monocentric areas, the president (the chairperson) should be the directly elected president of the voivodeship city, on the other hand for polycentric areas, the solution applied in the Upper Silesia-Dąbrowa Basin Metropolis can be used. The decision-making-controlling authority of such an entity should combine the opinions of local governments, which guarantees the influence of particular members by representation of local leaders on the metropolitan forum), and of the representatives of the society (non-governmental organizations) and the economic community (private sector);

- individualism, when it comes to the catalog of tasks of the integration entity, cooperation in the functional area. On the one hand, it is necessary to pinpoint mandatory tasks transferred to the implementation on the regional level (the catalogue of such tasks should include: the preparation and implementation of shared development strategy, containing, among others the arrangements binding in the scope of spatial planning for the municipalities within the functional area; implementing joint undertakings of regional significance; arrangements regarding the metropolitan area public transport system, this includes; managing the roads significant from the point of view of such an area, excluding express roads and highways; environmental protection and waste management, water and sewage management; promotion of the area; safety, and emergency situation management). On the other hand, any cooperating entities should have the option of shaping the catalogue of jointly completed tasks individually;
- formal-legal facilitating measures for prospective investors, operating for the development of metropolitan functions in such an area;
- the rules of financial management, income sources, e.g. creating additional fund sources for the operations of the integration entity from the state budget, this includes the use of 5% share in the PIT tax;
- stabilizing the solutions by creating a metropolitan association by means of an act.

When discussing the future of the functional areas of the voivodeship cities, I distinguish three possible scenarios: the first one - the above described - enacting an act with flexible solutions; the second one - the evolutionary method, since in the case of Polish cities and surrounding municipalities located in the first, second, third ring, evolutionary methods work better than revolutionary methods. I describe the third one as the black scenario.

In the case of the first scenario, it is worth referring to the discussion, whether to delimit the urban functional areas (and from the point of view of delimiting future metropolitan entities) based on the division into municipalities only, or also on the division into

municipalities and counties. All this depends on a particular city and a particular area, but a delimitation that includes the borders of the existing counties is too broad. This means including areas not urbanized, and sometimes remote and poorly connected with the voivodeship city. This comes down to the presence of not very active members, which has been confirmed by a low (sometimes reduced to the role of observers) involvement of starostes in the Integrated Territorial Investments. The situation looks differently in rural counties, the so-called city-adjacent rural counties, where all the municipalities belonging to a county are at the same time located in a functional area covered by the ITI mechanism.

The second scenario, coming down to the small stage method, is more likely in the case of Poland. Within the scenario proposed, the first step, particularly significant regarding voivodeship cities, which have a minimal (mainly bilateral) experience in metropolitan area cooperation (among others Białystok, Lublin, Kielce, Kraków, Gorzów Wielkopolski) has already been made, namely the delimitation of urban functional areas for the needs of using the ITI tool. In addition, to meet, to learn, to build trust between representatives of local governments involved in this cooperation structure has an immeasurable potential.

The second step should be establishing in each voivodeship city, with the participation of surrounding municipalities, analytical-research centers (based on the Metropolitan Research Center in Poznań). The involvement in such an entity of local government units, scientific employees, entrepreneurs, representatives of non profit organizations, namely acting in order to research, describe, analyze, diagnose in different terms: infrastructural, scientific, economic, social, demographic, spatial dimension terms, the situation in a particular functional area as a whole. Identifying resources, and, first of all problems, barriers in shaping the competitiveness of each such metropolitan area would be, among others for the authorities of a voivodeship city and the authorities of the municipalities, the basis for concluding and undertaking strategic decisions, related e.g. to the areas of future cooperation.

The third step - dependent on the feasibility and effectiveness of the integrative actions, is creating metropolitan entities by particular voivodeship cities, operating in a voluntary way. The process described has already started. One interesting example is the Zielona Góra Agglomeration Association, where *metropolitan governance* together with local governments, supporting members have been engaged: an employer organization, a higher education school, a non-governmental organizations. To include other, non-local-government social-economic partners in deciding on the functional area space, will make it possible to focus and use the knowledge, potential, funds, the whole capital developed in the material and intangible dimension.

The fourth step, based on the Upper Silesia-Dąbrowa Basin Metropolis, is lobbying for the acceptance of the statutory solution, establishing a metropolitan entity for a particular functional area of a voivodeship city. This is a realistic scenario, especially because among members of local governments, there is already the idea of preparing draft legal acts for particular metropolitan areas (for example Poznań, Tricity, proposals for Wrocław, Bydgoszcz). Bottom-up initiatives of cooperation, accepted with time by the parliament by means of an act, imply however the necessity of searching for enthusiasts in the parliament each time to process the draft, which, as shown by the experience (among others the Draft Act on Metropolitan County, or the Draft Act on the Poznań Metropolitan Association), is not easy.

It may turn out that life will bring a third, only seemingly unrealistic scenario, a kind of "The Black Book of Metropolitan Areas", which will be created according to the template known e.g. from voluntary, cabinet territorial-administrative reforms from the PRL period, or the Draft Act on Creating the Warsaw Metropolis of 2017.

The review of proposals and drafts of solutions for functional areas presented confirms that in Poland, this topic is discussed for a long time. Everyone should agree on one issue - the existing voluntary (approach *bottom up*) tools for the cooperation within urban functional areas are insufficient. Today's concern of a city is mostly a smart law. The new regulations should not only address pre-existing problems, but create the possibility of proper reactions for those interested (local government leaders) to emerging challenges.

The options of cooperation within the functional areas in the voivodeship cities in Poland are effectively used owing to the level of counties, which overlaps the inter-municipal cooperation. Starostes, particularly where the borders of rural counties include an area that exceeds the borders of the functionally affiliated area, remain uninvolved, they serve the role of observers. This is why, one of the research postulates is considering (in close perspective) the liquidation of rural counties. In various regards, they are inefficient, struggle with financial issues (most of them). The job of liquidating the counties would be undertaken by the municipalities, particularly those costly, such as schools, county roads, vehicle registration. A small number of a county's tasks could be transferred to the voivodeships, which in the future, when they don't manage the EU funds anymore, shall be freed from the tasks that burden them. The actions related to the liquidation of the intermediate territorial division level would be particularly justified in the areas of future metropolitan associations, where the association board with the president of a voivodeship city as the chairperson would

coordinate the implementation of the tasks in the voivodeship city and the municipalities in the functional area. The county level in such an area would be redundant.

Another research postulate in the utilitarian dimension is to fully decentralize the public finance in Poland, this includes establishing a stable system of funding the metropolitan entities. Assuming that the establishment of a metropolitan association is reasonable, the transfer of funds should be a natural process. It is also necessary to remember about searching for funds to finance additional duties and development projects that create the attractiveness of the municipal functional area. If the beneficiaries of a high quality metropolitan space incur experiences to support it, then, from this kind of reasoning, the justification of assigning additional funds for the functioning and development of such areas from the state budget results.

In the cognitive dimension, repeating the survey studies on the ITI partnership before the 2023 election is a research postulate. Comparing the results for two terms of local government office (2014-2018, 2018-2023) for the leaders involved in the implementation of the Integrated Territorial Investments instrument and the full EU programming period (according to the  $n + 2$  principle until 2022). This would provide empirical material for comparative studies, among others in the context of the future of ITI and the application of this mechanism in administratively fragmented functional areas, not only in Poland, but in other countries.

It would be cognitively interesting to conduct empirical studies and determine, how the settlement of new residents affects the political situation of the municipal authority bodies, and the support for the council members sitting in the decision-making-control body, some of whom represent the previous residents, and some the newcomers. From which community, the previous or the new residents, the mayor is elected by the residents? How this is reflected in mutual relations between the mayor - the municipality council?

## **5. Discussion of the Remaining Scientific-research Achievements of the Applicant**

In the quantitative terms, my scientific achievements after receiving the doctor degree, includes (together with the habilitation dissertation) 48 published scientific positions, this includes: 1 original monograph, 3 co-authored monographs, 7 co-edited monographs (including 2 in English), 12 articles in scientific magazines, 25 chapters in edited monographs (including 7 in English, 1 in Russian). In addition, I'm the author of 10 entries in *Encyklopedia administracji publicznej [Public Administration Encyclopedia]* (Warsaw 2018) and *Encyklopedii politologii [Political Science Encyclopedia]* (Warsaw 2012), and also a co-author of the introductions to 7 collective works and 5 press publications in the form of interviews, comments. I have attended 47 international and domestic conferences, debates and

Political Science Congresses. My quotation number according to the *Google Scholar* database (*Publish of Perish* search engine) is 36, and my Hirsch Index according to *Google Scholar* database (*Publish of Perish* search engine) is 4.

In substantive terms, my scientific-research activity was focused on three areas: (1) local government administration from the comparative point of view, mainly decentralization, the system and organization of the local governments in European countries, and, first of all in Poland, the issues of relations between the executive body and the decision-making-control body, particularly in municipalities, where the municipality head, the mayor, the president is not supported by the majority in the council, and also local government elections, electoral participation, candidates from grassroots committees; (2) large cities, and in particular their organizations and system, metropolitan functions, social-spatial diversification, city management, and their functionally related environment; (3) acquiring EU funds by local government bodies.

The local government topic has become important to me after choosing my major at the university - local government and local policy, and after joining the Scientific Student Society of Local Governments Members. During my PhD studies, I taught classes in: *The System and Organization of Local Government in Poland* and *The Local Government and Policy* related to this problem area. With time, this interest was extended beyond analyzing the situation in Poland by examples of European countries, a result of which are lectures I give to this day in: *The Local Government in Europe and USA* and *Public Administration in Central and Eastern Europe*.

Within the research area being discussed, publishing the co-authored book: M. Sidor, K. Kuć-Czajkowska, J. Wasil, *Cohabitation on the Municipal Level in Poland*, Warsaw 2017, and also 4 monographs in English and Polish:

- *Local Government in Selected Central and Eastern European Countries. Experiences, Reforms and Determinants of Development*, 2016, Eds. M.W. Sienkiewicz, K. Kuć-Czajkowska, Lublin.
- *Marketing jednostek terytorialnych. Przykłady z Polski [Marketing of territorial units. Examples from Poland]*, 2016, Eds. K. Kuć-Czajkowska, K. Muszyńska, Lublin.
- *Spółeczeństwo obywatelskie Lublina i Wrocławia - studia przypadków [Civil society of Lublin and Wrocław - Case Studies]*, 2013, Eds. K. Kuć-Czajkowska, K. Efner, Lublin.
- *Przywództwo lokalne a kształtowanie demokracji partycypacyjnej [Local Leadership and the Shaping of Participation Democracy]*, 2008, Eds. S. Michałowski, K. Kuć-Czajkowska, Lublin.

and the authorship/co-authorship of 21 chapters and articles in English, Polish and Russian (of which 6 in commonly recognized journals):

- *Decentralisation in Health and Social Care in Poland. Does Resource Allocation Matter?*, [in:] *Federalism and Decentralization in European Health and Social Care*, Eds. J. Costa-Font, S.L. Greer, London 2013, p. 123-153 (co-author M. Rabczewska).

- *The Position of Local Leaders in Poland – The Relationship Between Councilors and The Mayor*, Tbilisi 2015, pp. 11 (co-authors M. Sidor, J. Wasil).
- *Building political capacity in the management of a municipality*, [in:] *Spreading Standards, Building Capacities: European Administrative Space in Progress*, Ed. A. Haveri, Zagreb 2016, pp. 15 (co-authors M. Sidor, J. Wasil).
- *Consequences of the electoral system in Polish municipalities - pathologies and abuses*, „Polish Political Science Yearbook” 2018, no. 47(3), p. 477-490 (co-authors J. Wasil, M. Sidor).
- *Communication tools with residents in Polish municipalities with cohabitation (term of office 2014-2018)*, „Przegląd Politologiczny” 2019, no. 1, p. 139-157 (co-authors M. Sidor, J. Wasil).
- *Гминный (местный) уровень в Польше - формирование позиции правовой и политической системы и её функционирование [Executive Body Commune Level In Poland - Formation Of The Position Of Legal And Political Systems And Operations]*, [in:] *МУНИЦИПАЛЬНАЯ ДЕМОКРАТИЯ: ПРОБЛЕМА СТАНОВЛЕНИЯ И РАЗВИТИЯ В УСЛОВИЯХ РОССИЙСКИХ РЕГИОНОВ*, red. И.В. Фроловой, Л.И. Газизовой, Н.А. Евдокимова, Уфа 2016, p. 55-72 (co-authors Ю. Василь, М. Сидор).
- *Lublinianie - społeczeństwo obywatelskie? Wyniki ankiety przeprowadzonej przez Naukowe Studenckie Koło Samorządowców [Lublin People - a Citizen Society? The results of a survey performed by the Scientific Student Society of Local Government Members]*, [in:] *Przywództwo lokalne a kształtowanie demokracji partycypacyjnej [Local Leadership and the Shaping of Participation Democracy]*, Eds. S. Michałowski, K. Kuć-Czajkowska, Lublin 2008, p. 379-388 (co-author M. Szczypek).
- *Partycypacja wyborcza w przestrzeni miasta Lublina [Electoral Participation in Lublin]*, [in:] *Przestrzeń antropogeniczna miasta Lublina - waloryzacja, wytwarzanie, użytkowanie, [Anthropogenic Space of Lublin - Valuation, Generation, Utilization]*, Ed. J. Styk, „Stare i Nowe Struktury Społeczne w Polsce” [„Old and New Social Structures in Poland”] 2009, t. X, cz. 2, p.143-158 (co-author M. Sidor).
- *Planowanie strategiczne miast na prawach powiatu w województwie lubelskim [Strategic Planning of Cities with County Rights in Lublin Voivodeship]*, [in:] *XX lat samorządu terytorialnego w Polsce. Doświadczenia - problemy - perspektywy [XX Years of Local Government in Poland. Experiences - Problems - Perspectives]*, Eds. J. Kowalik, A. Bednarz, Toruń 2010, p. 270-287 (co-author M.W. Sienkiewicz).
- *Korupcja w Polsce: mit czy rzeczywistość? Wyniki ankiet przeprowadzonych przez Naukowe Studenckie Koło Samorządowców [Corruption in Poland: Myth or Fact? The results of surveys prepared by the Scientific Student of Local Government Society]*, „Roczniki Wyższej Szkoły Biznesu i Administracji” [„Annals of the School of Business and Administration”] 2011, no. 7, p. 193-207 (co-authors M. Gaworska, M.W. Sienkiewicz).
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- *Bezpośrednie wybory prezydentów największych miast w Polsce [Direct Elections of Mayors of the Largest Cities in Poland]*, [in:] *20 lat samorządu terytorialnego w Polsce - sukcesy, porażki, perspektywy [20 Year of Local Government in Poland - successes, failures, perspectives]*, Eds. K. Mieczkowska-Czeraniak, K. Radzik-Maruszak, Lublin 2012, p. 579-608 (co-author M. Sidor).
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- *Obywatelski wymiar wyborów samorządowych na przykładzie Lublina i Wrocławia [Civil Dimension of Local Government Election on the Examples of Lublin and Wrocław]*, [in:] *Społeczeństwo obywatelskie Lublina i Wrocławia - studia przypadków [Civil Society of Lublin and Wrocław - Case Studies]*, Eds. K. Kuć-Czajkowska, K. Efner, Lublin 2012, p. 21-55.



- *Elektroniczne oblicze władzy lokalnej w Polsce - dialog obywatelski przy użyciu narzędzi ICT [Electronic Side of Local Government in Poland - Civil Dialogue with the Use of ICT Tools]*, [in:] *Dialog obywatelski. Formy, mechanizmy, bariery i perspektywy rozwoju [Civil Dialog. The Forms, Mechanisms, Barriers and Development Perspectives]*, Eds. M. W. Sienkiewicz, M. Sidor, Lublin 2012, p. 109-122 (co-author J. Wasil).
- *Wpływ rozwiązań przyjętych w Kodeksie wyborczym na zjawisko koabitacji w gminach [The Influence of Solutions Implemented in the Electoral Code on the Phenomena Of Cohabitation in Municipalities]*, „Polityka i Społeczeństwo” [„Studies in Politics and Society”] 2015, no. 3(13), p. 151-164 (co-authors M. Sidor, J. Wasil).
- *Udział komitetów obywatelskich w wyborach samorządowych na przykładzie Lublina, Wrocławia i Katowic [Participation of Civil Committees in Local Government Election on the Examples of Lublin, Wrocław and Katowice]*, [in:] *Partycypacja społeczna w samorządzie terytorialnym [Public Participation in Local Government]*, Ed. B. Dolnicki, Warszawa 2014, p. 974-1004.
- *Konsekwencje systemu wyborczego do miejskich samorządów w Polsce - wybrane problemy [Consequences of the Electoral System for Urban Self-Governments in Poland - Selected Problems]*, „Acta Politica Polonica” 2017, no. 3 (41), p. 31-54 (co-authors J. Wasil, M. Sidor).
- *Konfliktowe współistnienie organów przedstawicielskich na poziomie lokalnym. Przykład gminy Wydminy [Conflicting Coexistence of Representative Bodies at Local Level: Example of the Municipality of Wydminy]*, „Samorząd Terytorialny” [„Local Government”] 2017, no. 10, p. 30-46 (co-authors M. Sidor, J. Wasil).
- *Przywództwo lokalne w warunkach koabitacji. Przykład gmin z województwa świętokrzyskiego [Local leadership in the conditions of cohabitation on the example of the municipalities in the Świętokrzyskie Voivodeship]*, „Studia Regionalne i Lokalne” [„Regional and Local Studies”] 2017, no. 4 (70), p. 41-62 (co-authors J. Wasil, M. Sidor).
- *(Bez)partyjne podłoże koabitacji konfliktowej w polskich gminach [Party(Independent) Background of Antagonized Cohabitation in Poland's Municipalities]*, [in:] *Meandry współczesnego systemu partyjnego w Polsce [Nuances of Contemporary Party System in Poland]*, Eds. K. Kamińska-Korolczuk, M. Mielewczyk, R. Ożarowski, Gdańsk 2012, p. 129-146 (co-authors M. Sidor, J. Wasil).

The activity within the specified substantive area involved the implementation in the years 2013-2017 the research project - NCN OPUS 6 grant entitled *Cohabitation on the Municipal Level in Poland* (holder M. Sidor PhD) and also applying for grants. The NAWA research project submitted in 2018 entitled *Political Participation of Citizens in the Košice Self-governing Region and the Lubelskie Voivodship* did not receive the funding, but the assessment of the idea and the team on the Polish side (E. Kancik-Kołtun PhD, prof. P. Celiński, K. Kuć-Czajkowska PhD) was high (20/22 pkt).

The publication achievements from the research area mentioned were in some cases preceded with the participation in international and domestic scientific conferences, Political Science Congresses, debates, where I presented partial scientific findings [positions on the List of Papers: 2, 11, 13, 17, 21, 22, 23, 24, 25, 28, 30, 33, 36, 37, 39, 42, 43, 44, 45, 46, 47].

Within the second research area, my interest were initially focused around the system and organization of the capital city of Warsaw, a result of which is my successfully defended master thesis. With time, this scope of interests has expanded to comparing metropolitan

cities, metropolitan functions, social-spatial differentiation of cities, a result of which was the successful defense of my doctoral dissertation. From the moment of obtaining my PhD degree, I focused my scientific efforts on studying the organization and management forms of central cities and local governments located within the functionally affiliated area, with possible ways to integrate and coordinate, *the metropolitan reform concept i the public choice concept*. The interests listed have contributed to writing the following publications, counting from the moment of my doctoral dissertation defense:

co-editing 3 monographs in English and Polish:

- *A Different View of Urban Policy*, 2016, red. M. Sidor, K. Kuć-Czajkowska, Lublin.
- *Miasta, aglomeracje, metropolie w nurcie globalnych przemian [Cities, Agglomerations, Metropolis and Global Changes]*, 2014, Eds. K. Kuć-Czajkowska, M. Sidor, Lublin.
- *Miasta - społeczne aspekty funkcjonowania [Cities - social aspects of functioning]*, 2014, Eds. K. Kuć-Czajkowska, M. Sidor, Lublin.

and the authorship of 15 articles in English, Hungarian, and Polish:

- *Big cities and their surroundings in the face of the lack of regulations. Different forms of integration in the Polish metropolitan areas*, [w:] *A Different View of Urban Policy*, red. M. Sidor, K. Kuć-Czajkowska, Lublin 2016, p. 31-50.
- *Coalition for the sake of development - forms, benefits, problems of the cooperation in frames of functional areas in Poland*, [w:] *Partnership in the public sector*, red. A. Pawłowska, A. Gąsior-Niemiec, Warsaw 2015, p. 97-112 (co-author J. Wasil).
- *Funkcje metropolitalne Warszawy, Pragi i Budapesztu [Metropolitan Functions of Warsaw, Prague and Budapest]*, „Studia Regionalne i Lokalne” [„Regional and Local Studies”] 2009, no. 1, p. 74-94.

upon request of the Chief Editor of „Studia Regionalne i Lokalne” [„Regional and Local Studies”] Prof. G. Gorzelak, the article was released in English *Metropolitan functions of Warsaw, Prague and Budapest*, [in:] *Regions of Central and Eastern Europe: Development Processes and Policy Challenges*, Eds. G. Gorzelak, J. Bachtler, M. Smętkowski, Warsaw-Glasgow 2010, p. 137-156.

- *The Problem of the Status of a Capital City - the Case of Warsaw*, „International Journal of Public Administration in Central and Eastern Europe” 2009, no. 1, p. 25-34 (co-author M.W. Sienkiewicz).

bilingual journal - an article published in Hungarian: *A főváros jogállásának problémája Varsó esetében*, „Nemzetközi Közlöny Közép-Kelet-Európai Közigazgatási Folyóirat” 2009, no. 1, p. 24-34 (co-author M.W. Sienkiewicz).

- *Zarządzanie wielkim miastem [Managing a Large City]*, [in:] *Rola samorządu w zarządzaniu rozwojem lokalnym i regionalnym [The Role of the Local Government in Managing the Local and Regional Development]*, Ed. M. Adamowicz, Biała Podlaska 2006, p. 36-43.
- *Rola miast wojewódzkich w procesie rozwoju Polski Wschodniej [The Role of Voivodeship Cities in East Poland Development]*, [in:] *Samorząd w procesie rozwoju regionów Polski Wschodniej [The Local Government in East Poland Development]*, Ed. B. Plawgo, Białystok 2007, p. 7-27.
- *Od administrowania po zarządzanie i przedsiębiorczość - możliwości dynamizacji rozwoju Warszawy [From Administration to Management and Entrepreneurship - Options of Accelerating the Development of Warsaw]*, [in:] *Przywództwo lokalne a kształtowanie demokracji partycypacyjnej [Local Leadership and the Shaping of Participation Democracy]*, Eds. S. Michałowski, K. Kuć-Czajkowska, Lublin 2008, p. 491-508.

- *Nierówności społeczne w przestrzeni Warszawy [Social Inequality in Warsaw]*, [in:] *Nierówności społeczne a wzrost gospodarczy w kontekście spójności społeczno-ekonomicznej [Social Inequality and Economic Growth in the Context of Social-Economic Cohesion]*, Ed. M.G. Woźniak, Rzeszów 2008, z. 13, p. 193-210.
  - *Metropolitalne szanse Lublina [Does Lublin have a chance to become a metropolis?]* „Czasopismo Geograficzne” [„Geographical Journal”] 2009, no. 4, p. 189-209 (co-author S. Michałowski).
  - *Specjalny ustrój Warszawy - doświadczenia czasu transformacji i rekomendacje [Warsaw's Special Legal Status - Transformation Experiences and Recommendations]*, [in:] *Duże i średnie miasta polskie w okresie transformacji [Large and Medium Cities in Poland during Transformation]*, Ed. I. Jążdżewska, „Konwersatorium Wiedzy o Mieście” 2009, no. XXII, p. 49-58.
  - *Kryteria wyodrębniania metropolii [Metropolitan Area Appointment Criteria]*, [in:] *Metropolie. Wyzwanie polskiej polityki miejskiej [Metropolis. Challenge of Polish Urban Policy]*, Eds. A. Lutrzykowski, R. Gawłowski, Toruń 2010, p. 62-80.
  - *Miejsce wielkich miast w reformach samorządowych w Polsce po 1990 roku [The Place of Large Cities in Local Government Reforms in Poland after 1990]*, [in:] *XX lat samorządu terytorialnego w Polsce. Doświadczenia - problemy - perspektywy [XX Years of Local Government in Poland. Experiences - Problems - Perspectives]*, Eds. J. Kowalik, A. Bednarz, Toruń 2010, p. 60-78.
  - *Sposoby integracji i koordynacji współpracy na obszarach metropolitalnych w Polsce [The Ways of Integrating and Coordinating Cooperation in Metropolitan Areas in Poland]*, [in:] *Kształtowanie współczesnej przestrzeni miejskiej [Shaping Contemporary Urban Space]*, Ed. M. Madurowicz, Warsaw 2014, p. 538-551.
  - *Aglomeracje, obszary metropolitalne, metropolie - próba uporządkowania pojęć [Agglomerations, Metropolitan Areas, Metropolis - An Attempt to Classify the Notions]*, [in:] *Miasta, aglomeracje, metropolie w nurcie globalnych przemian [Cities, Agglomerations, Metropolis and Global Changes]*, Eds. K. Kuć-Czajkowska, M. Sidor, Lublin 2014, p. 55-76.
  - *Wyzwania metropolitalne Lublina [Metropolitan Challenges of Lublin]*, [in:] *Lublin 2020. Cztery oblicza przyszłości miasta [Four Sides of City's Future]*, Eds. M. Sagan, K. Żuk, Lublin 2012, p. 511-523 (co-author U. Bronisz).
- the supplemented version of the article has been published in English *Contemporary Metropolitan Challenges towards Lublin*, [in:] *Peripheral Metropolitan Areas in the European Union. The Case of Lublin*, Eds. Z. Pastuszek, M. Sagan, K. Żuk, Bangkok-Celje-Lublin 2015, p. 15-29 (co-author U. Bronisz).

I presented partial study results from the second area of interests at international and domestic scientific conferences and Political Science Congresses [positions on the List of Papers: 1, 3, 4, 5, 6, 7, 8, 9, 10, 12, 14, 16, 18, 19, 20, 26, 27, 29, 31, 32, 34, 35, 38, 40, 41]. These studies were connected with exercise classes taught by me for political science students *Metropolitan Policy* i *Metropolitan Areas in Globalization Processes* and the subject in the form of a general university lecture: *Metropolis*.

A result of the activities in the third research area of interests - acquiring EU funds by local government bodies, was writing in cooperation with the VCC Foundation and the Syntea SA company the publication in Polish (*Specjalista ds. funduszy unijnych [Expert for EU Funds]*, Lublin 2013, pp. 147, co-author M.W. Sienkiewicz), translated into Serbian (*Менаџер-Специјалиста за управљање пројектима ЕУ ФОНДОВА*, Lublin 2013, pp. 157,

coauthor M.W. Sienkiewicz), and, in addition, the paper supported with EU funds for Croatia, was released in Croatian (*Stručnjak za EU Fondove*, Lublin 2013, pp. 172, co-authors M.W. Sienkiewicz, R. Ćurković). Based on the Serbian version of the manual, the CPS Academy Belgrade company trained employees of the newly formed European Funds Acquisition Office at the Ministry of Labor, Employment, and Social Issues in Serbia. In 2014. - based on the Serbian version of the manual - first Vocational Competence Certificate exams took place for *Specjalista ds. funduszy unijnych [Expert for EU Funds]* among others employees of the European Funds Acquisition Office. In connection with this research project, I served the function of the Coordinator of Postgraduate Course *European Funds in Territorial Government*.

Together with an employee of the Statistical Office, Branch in Lublin - U. Bronisz PhD, we wrote the book: *Działalność jednostek samorządu terytorialnego w województwie lubelskim w latach 2004-2011. Analizy statystyczne [Operations of Local Government Units in Lubelskie Voivodship between 2004-2011. Statistical Analyses]*, Lublin 2013, pp. 298, where we present the operations of the local authorities in various planes. The analysis includes 213 municipalities in the Lubelskie voivodeship, among others in the context of acquiring external funds, this includes EU funds. The study has been evaluated well by the local government, scientific communities, and quoted on several occasions. And a result of my cooperation with the Lublin Region Municipalities Association in Lublin are survey studies prepared by me and implemented by employees of the Association concerning acquiring EU funds by the municipalities of the Lubelskie voivodeship, a result of which is the publication of the article titled: *Absorpcja środków Unii Europejskiej przez gminy województwa lubelskiego - tendencje, bariery, perspektywy [Absorption of European Union Funds by Lubelskie Voivodship Municipalities - Tendencies, Barriers, Perspectives]*, [in:] *Polska Wschodnia - zarządzanie rozwojem [East Poland - Development Management]*, Ed. B. Plawgo, Białystok 2008, p. 201-222 (co-author M. Komanińska).

A result of my scientific interests associated with the field of the EU funds is also partially the monograph listed as a scientific achievement. This problem is also related to the classes taught by me since 2001 to this day, initially in the subject: *Aid Programmes for Local Governments*, and after Poland's accession to the EU structures: *Structural Funds and European Funds and Project Management* for the majors Political Science, International Relations, Media Production, Information Society.

### ***Presentation of Teaching and Popularizing Achievements***

Since 2006 being evaluated, I taught classes in three described research interests areas. The number of teaching hours is (for instance) in the academic year 2011/2012 - 415, 2014/2015 - 315, 2016/2017 - 315, 2017/2018 - 365, 2018/2019 - 330.

In terms of the organizational activity, I was the head of the Organizational Committee of 3 Conference (entitled *Miasta, aglomeracje, metropolie wobec współczesnych wyzwań* [Cities, Metropolitan Areas, Metropolis and Contemporary Challenges] and entitled *Spółczesność obywatelska - studium przypadku Lublin i Wrocław* [Civil Society - Lublin and Wrocław Case Study] both in 2012. in Lublin and the conference: *Promocja jednostek terytorialnych - doświadczenia i wyzwania* [Local Government Unit Promotion - Experiences and Challenges] in 2015. in Zamość). I participated the organizational works for several other scientific events (the conference entitled *Pobudzanie rozwoju gospodarczego w miejskich obszarach funkcjonalnych* [Encouraging Economic Growth in Urban Functional Areas] in 2013 in Lublin, entitled *25 lat samorządu terytorialnego w Polsce - bilans doświadczeń* [25 Years of Local Government in Poland - Summary of Experiences] in 2015 in Lublin, entitled *Samorządowe tradycje siedemsetletniego Lublina* [Local Government Traditions of Seven Hundred Years Old Lublin] in 2017 in Lublin, and also as the organizer and co-host of the panel entitled *Koabitacja - wymiar centralny i lokalny* [Cohabitation - local and central dimension] at the 4th Political Science Congress). I actively helped organize the 4th Political Science Congress in Lublin. Together with the students of the Scientific Student Society of Local Governments Members I organized 3 subsequent editions of *Local Government Week*.

I participated in expert and competition teams: Polish and Contemporary World Studies Competition 2008, 2009 (secretary of the District Committee, a member of the Examination Commission); Local Government Studies Competition addressed to high school students from the Lubelskie voivodeship, editions 2010, 2012, 2013, where I was a member of the Main Committee and the Examination Commission of the Voivodship Stage. Several times (in 2015, 2016, 2017) I served the role of a VCC Select examiner, according to the assumptions of *Vocational Competence Certificate* for competences *Specjalista ds. funduszy unijnych* [Expert for EU Funds]. I was an expert in the implementation of financial projects supported with external funds, among others: *Rozmawiam-Piszę-Uczestniczę* (I Talk-I Write-I Participate) (2012); *Strengthening the social, economic and territorial cohesion in the Functional Area of Jan III Sobieski Route in the Lubelskie Voivodeship* (2014); *700 years of Lublin: data and visualization* (in 2017); *Miasto 2.1. Kultura-edukacja-partycypacja* (City 2.1. Culture-Education-Participation) (2015). I participated in the Jury of the European

Parliament Session Simulation involving upper secondary school youth of the Lubelskie voivodeship in connection with *The Europe Day celebrations* in Lublin in 2018 I evaluated as an internal reviewer the 1st research project NCN Sonata HS5, and in total 31 manuscripts to the journals: „Studia Regionalne i Lokalne” [„Regional and Local Studies”], „Prawo i Polityka” [„Law and Politics”], „Consensus”, and publishing houses: the Local Development Foundation Center, TYGIEL Scientific Publishing House, Młodzi Naukowcy Publishing House. Between 2006-2012 I served the function of the adviser of the Scientific Student Society of Local Governments Members at the Faculty of Political Science at UMCS. Since 2018 by the decision of the Political Science Department Council at UMCS, I served the role of supporting supervisor for the doctoral thesis of mgr M. Chałupczak-Styczeń titled *Sołectwa w gminach wiejskich województwa świętokrzyskiego [Village Administration Centers in Świętokrzyskie Voivodeship Municipalities]* (advisor prof. dr hab. S. Michałowski). I am a member of the Polish Academy of Political Sciences, Administration and Public Policy section.

Since 2006 I received 4 awards: JM of the Chancellor of UMCS (3) and the Political Science Faculty Dean (1). In addition, in the period between January-December 2014. and January-December 2015. I received a quality promoting allowance in recognition of my scientific-didactic-organizational achievements in my professional work. I also received congratulations from the Dean of UMCS Political Science Department for my effective scientific-research contribution in the parametric evaluation of the Department for the years 2013-2016.

I was on a scientific scholarship at the Reykjavík University, June 6-10 2011. within the course: *The Methodology of Writing Grant Proposals and Scientific Papers*. I cooperated with the university community from Warsaw, Poznań, Wrocław, Kraków, Gdańsk, Rzeszów, Katowice, Toruń, Łódź, Zielona Góra, Olsztyn, Kielce, Białystok, Šiauliai (Lithuania), Łuck (Ukraine), Ufa (Russia), Celje (Słowenia), Budapest, Bratislava, Glasgow, London, and also the so-called external stakeholders: the Regional Development Ministry, the „Nasza Dzielnica” Local Government Support Foundation, the Freedom Foundation, the Local Development Center Foundation, the VCC Foundation, the Lublin Region Municipalities Association, Syntea SA, the Statistical Office in Lublin, the Marshall Office of the Lubelskie Voivodeship, the Lublin City Office, the Zamość City Office, the Lublin County Office.

My organizational activity for the University and for the community is, among others, I served the function of the secretary/a member of the Recruitment Commission at the Faculty of Political Science at UMCS in 2007, 2008 and 2012. I also organized the 1st, 2nd, and 3rd

edition of the Local Government Studies Competition (year 2009/2010, 2011/2012, 2012/2013). I was the main organizer of the 1st Graduates Reunion of the UMCS Political Science Department in 2009. I participated in the works of Programme Teams in the preparation of the initial documentation for the 1st level studies in 2015. and 2nd level studies in 2019. for the Information Society major, offered by the Political Science Faculty, and the Mathematics, Physics, and Computer Science Faculty at UMCS. I was the host of workshops for the presidents of the management boards and the presidents of the councils of districts in Lublin (in 2017), and also the host of projects: *Ethic in local government, I submit my candidacy in local government elections* within the Lublin Science Festival (editions 2016, 2017, 2018). I commented current events related to local governments for Radio Tok FM, Polsat News, Radio Lublin, Catholic Radio Zamość, Panorama Lubelska TVP3 Lublin, Panorama TVP2, „Zdarzenia” TVP3 Lublin show.

During the 2016-2020 term of office, I am a member of the Faculty Team for The Education Quality, and the secretary of the Programme Team for the Information Society major. I also participate in meetings of UMCS Political Science Department Council as a representative of dependent scientific employees. In 2018 I was appointed to the Team for developing the program of strengthening and supporting scientific activities of UMCS Political Science Department employees. I perform routine tasks for the Institute of Local Governments and Local Policy, this includes coordinating the issues of employees' workload and teaching plans, SAP UMCS. Since 2007. I have served the function of the secretary of the Supervisory Board of the Local Development Center Foundation, and since 2018 I've been a member of the supervisory board of the Rzemieślnik BIS Cooperative in Lublin.

Katarzyna Łuc-Czajkowska