

Annex 4

SUMMARY OF PROFESSIONAL ACCOMPLISHMENTS

1. Name and surname: Mariusz Wiktor Sienkiewicz

2. Diplomas, scientific degrees with the place and year of their granting and the title of the doctoral thesis

- a) Scientific degree of Doctor of Humanities in the area of political science, Maria Curie-Skłodowska University(UMCS), Faculty of Political Science, 3.11.2006, the title of the doctoral thesis: County self-government in the Third Republic of Poland. The balance of functioning. Supervisor: Prof. dr hab. Stanisław Michałowski. Reviewers: Prof. dr hab. Bogdan Dolnicki (Silesia University) and Prof. dr hab. Andrzej Miszczuk (Marie Curie-Skłodowska University).
- b) Professional title of Master of Law, Maria Curie-Skłodowska University, Faculty of Law and Administration, 12.06.2002. The title of the master thesis: Public procurement in Poland and in the European Union. Supervisor: Prof. dr hab. Ryszard Skubisz.
- c) Professional title of Master of Political Science and Social Sciences (specialization: Local government and politics), 29.06.2000, the title of the master thesis: Powiat Self-government in the Third Polish Republic. Genesis - system - functioning. Supervisor: Prof. dr hab. Stanisław Michałowski.

3. Information on employment in academic institutions

- a) Based on the employment relationship:
 - 1/10/2007 – until now. Faculty of Political Sciences of UMCS. Adjunct at the Department of Local Government and Politics. This is a main and continuous place of work within the meaning of the law on higher education.
- b) On the basis of civil law contracts:
 - 2010 - 2013 - University of Entrepreneurship and Administration in Lublin. The position of a lecturer in post-graduate studies in the field of “Management in local government”.
 - 2007 - 2012 - UMCS, Faculty of Political Science. The position of a lecturer in postgraduate studies in the field of “European funds in local government”.
 - 2008 - 2009 - Higher School of Skills in Kielce St. Staszica, Faculty of Economics. The position of a lecturer.
 - 2007 - 2011 - University of Business and Administration in Łuków, Faculty of Political Science. The position of Assistant Professor.

- 2004 - 2006 - UMCS, Faculty of Political Science. The position of lecturer at postgraduate studies for teachers in the field of “Knowledge about society”.

4. Accomplishment in terms of Art. 16.2 of the Act of 14 March 2003 on scientific degrees and the scientific title and degrees and title in the area of arts (Dz. U. 2017, 1789)

a) title of scientific achievement

The innovative dimension of contemporary local development policy

b) author, the title of publication, year of publication, the name of the publishing house, publishing reviewer

- M. W. Sienkiewicz, *The Innovative dimension of contemporary local development policy*, Wyd. UMCS, Lublin 2019, pp. 506; ISBN 978-83-227-9203-2.

Publishing Reviewer: Prof. dr hab. Andrzej Miszczyk.

c) discussion of the scientific objective of the work and the results achieved, together with a discussion of their possible use

Currently, one of the most important forces generating development processes in the economy and society is innovation, and globalization processes are the key factor motivating innovative activities. States that do not face challenges in this respect, lower their competitive position not only in the context of public management but also the functioning of the entire economy. Innovation is to some extent a driving force of economic progress and competitiveness, but also of development and social inclusion. One of the main areas in which relations between the state, society and the economy occurs is public administration. Supporting innovation in this area enables more effective achievement of developmental goals and institutional balance, both on the economic and social as well as public level.

The process of European integration also influences the development of innovation. The European Union is increasingly emphasizing in the content of its policies the need to create social and economic development: innovative, knowledge-based and inclusive. This is also reflected in the policy of the state and increasingly in the policy of the regions. In a too small extent, however, innovations fill the content of local public policies. Despite the existence of many examples of innovative undertakings, whose authors are local governments, there is a lack of uniform patterns and mechanisms that create the building blocks of local innovation policy. The result is the omission of innovative development goals in local government strategies and programs, while local authorities often treat innovation as "foreign matter", which concerns only large industrial corporations. For local communities, the concept of innovation is sometimes associated with "fashion or modern myth", which requires large financial outlays and is fraught with risk. The basic challenge is to disseminate an innovative model of local management in all spheres of social and economic life, as happens in many Western countries, where innovations are recognized by local decision-makers and leaders as an important way to solve economic and social problems.

The basic goal of the operation of modern public administration, in particular, at the lowest levels, should be striving to provide the best quality of life for the local community by: supporting the competitiveness of the local economy, improving the quality and efficiency of the local government organization and wider and active inclusion of local development actors in decision-making processes. The effectiveness of these factors depends to a large extent on openness to changes, continuous learning, implementation of proven innovative solutions and incorporation of innovations into the content of local development policy. In contemporary social sciences, attention is increasingly paid to the issue of territorial development. At the same time, it recognizes the linking of economic processes with social, public and cultural structures. The perception of the place is also changing, which becomes the platform for the penetration of political, cultural and socio-economic processes in the pursuit of local development as a superior goal. Local development is in turn quite a complex and heterogeneous phenomenon. Its drivers are various factors whose effectiveness is determined by the local potential, the activity of local actors and their interdependence at the inter-sectoral level, as part of a multi-level governance and public policy.

Monograph *The innovative dimension of contemporary local development policy* was created as a result of my scientific and practical interests related to the issues of local development policy and innovation in the public sector. In the empirical aspect, this is the first publication that addresses the problem of the level of innovation in all local government units of the local level in Poland. The monograph also corresponds to the deficit of theoretical analyses, which in a holistic way refer to the issue of innovation in the public sector, and in particular their impact on local development. The literature emphasizes the problem of difficulties in assessing the innovativeness of the local government sector in Poland due to the lack of research on a national scale¹. Local development and innovations constitute the domain of research conducted mainly in the discipline of management sciences, geographic and economic sciences. The more well-known publications related to this subject include works by Artur Myna², Stanisław Korenik³, Sylwester Wróbel⁴, Andrzej Klasik and Florian Kuźnik⁵. Research in this area began in the late 1980s, among others, Grzegorz Gorzelak and Piotr Dutkiewicz⁶. Irena Gust-Bardon⁷ writes about the innovation policy in Poland. However, the author focuses mainly on higher levels of public administration. Foreign

¹ Np.: A. Podgórnjak-Krzykacz, *Innowacje w samorządzie terytorialnym*, [w:] *Innowacje 2014. Innowacyjne działania w ICT*, Urząd Marszałkowski Województwa Łódzkiego, Łódź 2014, s. 15.

² A. Myna, *Rozwój lokalny, regionalne strategie rozwoju, regionalizacja*, „Samorząd Terytorialny” 1998, nr 11, s. 31.

³ S. Korenik, *Rozwój lokalny w świetle globalnych trendów ze szczególnym uwzględnieniem kryzysu*, „Prace Naukowe Uniwersytetu Ekonomicznego we Wrocławiu 2013, nr 284, „Gospodarka lokalna w teorii i praktyce”, s. 31-32.

⁴ S. Wróbel, *Rozwój lokalny: modele i koncepcje*, „Studia Politicae Universitatis Silesiensis” 2006, nr 2, s. 69-86.

⁵ A. Klasik, F. Kuźnik (red.), *Nowe praktyki rozwoju lokalnego i regionalnego*, Wydawnictwo Uniwersytetu Ekonomicznego w Katowicach, Katowice 2017; F. Kuźnik, *Polityka rozwoju u zarządzanie usługami publicznymi w strukturach samorządowych*, Warszawa, Polska Akademia Nauk Komitet Przestrzennego Zagospodarowania Kraju 2012, s. 83.

⁶ P. Dutkiewicz, G. Gorzelak, *Problemy rozwoju lokalnego*. Seria: Rozwój regionalny, rozwój lokalny, samorząd terytorialny, nr 11, Warszawa: Wydział Geografii i Studiów Regionalnych UW, Instytut Gospodarki Przestrzennej 1998, s. 221.

⁷ I. Gust-Bardon, *Polityka Innowacyjna w Polsce*, „Acta Universitatis Nicolai Copernici, Ekonomia XIII – Nauki Humanistyczno-Społeczne” 2011, Zeszyt 402, Toruń, s. 219-220.

authors, e.g. Joseph A. Schumpeter⁸ made a decisive contribution to the theories of local development as well as innovation. From the presentation of his understanding of innovations and types of innovations, most Polish and foreign authors have begun their analysis.

Research on innovations in the public sector are still an excellent space for conducting analyses and discovering new theories. Most research related to innovation concerns the private sector. However, according to Marcos de Moraes Sousa et al.⁹, more and more researchers in this field and other entities creating the socio-economic reality point to the need to develop public innovation and the interpenetration of innovation patterns in a cross-sectoral arrangement. International organizations conduct high research activity at the level of innovation in the public sector. An example is the OECD, which since the beginning of the nineteen nineties has been publishing subsequent versions of the so-called Oslo Manual¹⁰ - a guide to public innovations. An important contribution to the development of innovation in the aspect of public space was made by an Italian researcher from the Polytechnic University in Milan, Roberta Capello¹¹. Among foreign researchers dealing with this sphere, one should particularly mention James A. Phillips Jr., Kriss Deiglmeier and Dale T. Miller¹². The authors have promoted an interesting concept of multi-level management of social innovations that may also apply to public policy. The circle of leading foreign authors also includes Charles Edquist¹³, a Swedish scholar who formulated the theory of innovation systems, innovation policy and the theory of so-called. "Swedish paradox". Through his activity, he contributed significantly to the development of Swedish innovation policy, which is successful globally, placing this country among the leading European innovators. Bengt-Åke Lundvall¹⁴ (1988) is also among the experts in the matter discussed. This author's research focuses on a broad set of issues related to the innovation system, which he developed in 1985. In cooperation with Björn Johnson, Lundvall¹⁵ also developed the concept of a knowledge-based economy in the early nineties of the last century. It is worth noting that Jakob Edler and Luke Georghiou¹⁶ have significant achievements in the field of innovative public procurement. Based on their research and epistemological activity, among others EU institutions formulate innovative elements of the procurement system in the European Union, a beneficiary of which is Poland.

⁸ J. A. Schumpeter, *Teoria rozwoju gospodarczego*, PWN, Warszawa 1960, s. 90-110.

⁹ M. de Moraes Sousa, et al., *Portraying innovation in the public service of Brazil: Frameworks, systematization and characterization*, R. Adm., v.50, n.4, São Paulo 2015, p. 460-476.

¹⁰ Oslo Manual, *The Measurement of Scientific and Technological Activities. Proposed Guidelines for Collecting and Interpreting Technological Innovation Data*, Second Edition 1997, OECD/Eurostat, <http://www.oecd.org/science/inno/2367580.pdf>, [dostęp: 10.12.2017] s. 15-18.

¹¹ R. Capello, *Urban innovation and collective learning: theory and evidence from five metropolitan cities in Europe*, [w:] *Knowledge, complexity and innovation systems*, red. M. Fischer, J. Fröhlich, Springer, Berlin Heidelberg New York 2001, s. 181-208.

¹² A. Phillips, A. Deiglmeier, D. T. Miller, *Rediscovering Social Innovation*, "Stanford Social Innovation Review" 2008, Fall, s. 36.

¹³ Ch. Edquist, *Systems of Innovation Technologies, Institutions and Organizations*, Routledge, Taylor & Francis Group, London – New York 1997, s. 8.

¹⁴ B. A. Lundvall, *Innovation as an interactive process: from user producer interaction to the national system of innovation*, [w:] *Technical Change and Economic Theory*, red. G. Dosi, Pinter Publishers, London, New York 1988, s. 349-369;.

¹⁵ B. A. Lundvall, B. Johnson, *The learning economy*, "Journal of Industry Studies" 1994, nr 1 (2), s. 23-42.

¹⁶ J. Edler, L. Georghiou, L., *Public procurement and innovation – resurrecting the demand side*, "Research Policy" 2007, nr 36, s. 949-963.

The issue of innovation is difficult to analyse and complex in its essence. It is characterized by a large diversity on the entity and subject sphere. At the same time, the growing popularity of innovation motivates scientific communities to formulate research projects and diversify the concepts developed and presented. The problem of positioning innovation as an objective in itself is also noticeable. This can lead to unfavorable situations in the innovation environment and bring economic and social effects that are counterproductive. Despite the fact that politicians at different levels of public management treat the innovative approach more and more seriously, they lack a coherent and comprehensive concept of innovation policy.

Due to the specificity of innovation, the adopted research topic has an interdisciplinary character, but I understand it primarily in accordance with the methodology of political science. In my opinion, there is a need in this discipline to combine a theoretical and empirical approach in the analysis of contemporary socio-economic phenomena and processes. An important justification for the presented analyses is the general need to develop research on the innovation of the public sector, especially at the local level, due to the importance of local units in the modernization processes of public administration and their growing role in creating local socio-economic development. An additional factor encouraging me to undertake this research project are my previous scientific and practical experience related to conducting theoretical and empirical research in development and local politics. It also translates into a practical cooperation with the socio-economic environment. The experience gained, the deepened knowledge and the need to continue research on the local development policy in the innovative dimension, determined the decision to initiate and carry out this project. It can influence the creation of a new quality at the political level of generating development processes of local self-governments in our country, as well as beyond its borders.

In the process of learning the reality covered by the scope of research, I identified problems that became the basis for the subsequent formulation of research goals. The main problem area is related to the low level of innovation in both the economy and the public sector in Poland. This is indicated by European Union data (eg the European Innovation Scoreboard) as well as national statistics. In addition, compared to other countries, local self-government in Poland uses the instruments of innovation creation that have been available for years, and thus raise competitiveness both within the public and social and economic sectors. Innovative initiatives at the local government level are often singular and usually implemented occasionally, thanks to external support. Also, they rarely form part of a strategic vision for the development of a territorial unit.

Regarding the identified problem areas, I have formulated the objectives of the research in question. I have chosen the primary goal to work out and propose a new model of local innovation policy, which could be a model for use by the local self-government in the process of creating a local development policy. In addition to the main objective, I adopted specific objectives that set directions for action both at the theoretical and the empirical level: 1) defining the essence of a local development policy and its external and internal conditions; 2) assessment of the level of innovation in the local government sector; 3) analysis of the premises and conditions of innovation systems at various levels of public administration; 4)

identification of the manifestations and significance of innovation policy in the process of creating local development; 5) creating a new model of innovation typology at the local level.

At the stage of conceptualizing the research, I also formulated research questions that supported the implementation of the scientific enterprise, defined the path of the research and construction process and supported the verification of the theses. Therefore, I accepted the following research questions: 1) Whether, and to what extent, local development policy is an element of public policies at the European, state and regional levels? 2) How is it going and what are the conditions for the decision-making process by the local government? 3) What is the structure and potential of innovation systems in global, European, national and regional terms and how do they influence the development of local innovations? 4) What is the specificity and determinants of innovation in the public sector compared to the private sector? 5) Do local authorities formulate a local innovation policy, to what extent and by what means? 6) Are there institutional conditions for the development of local innovation policy in Poland? 7) Whether, and to what extent, regional innovation policy affects local development? 8) To what extent does local socio-economic development co-depend on local innovations? 9) What is the innovative potential in local government and is it properly used by local entities in the process of generating, absorbing and diffusing innovations? 10) What is the role of technology in innovation processes at the local level? 11) What kind of innovations outweigh in the specificity of the local government sector? 12) Is it possible to construct a new model of local innovation policy and on which elements should it be based?

At the stage of formulating the concept of research, I planned the process of collecting, analyzing and interpreting the source data. Originally, I assumed that the basic research path would be based on qualitative methods. However, along with the progress of the research conceptualization process, it turned out that the effective implementation of research objectives is determined primarily by the time, space and subject range, the scale of which should cover the widest possible spectrum of activity. For this reason, I decided that the initially planned empirical studies must be based mainly on quantitative methods. Thus, the logic of the research process has been reformulated and as a consequence covered the following stages: 1) reviewing the literature and strategic documents at various levels of public management; 2) formulation of research goals; 3) operationalization of the research problem, including: decisions related to concepts and definitions; selection and refinement of indicators and variables; identification of study entities; selection of research methods and techniques; extension of the source database; defining the rules for analyzing empirical data; 4) carrying out the studies; 5) collecting research results, their analysis and synthesis; 6) formulating of the results, conclusions and recommendations.

To support the process of achieving the objectives of the research, verification of the assumed thesis and to answer the formulated questions, I used the following research methods: 1) system analysis; 2) factor analysis; 3) decision analysis; 4) institutional and legal; 5) comparative; 6) statistical.

An important role in the research process was played by the system analysis method. I used it in particular in the process of analyzing innovation systems at the global, European, national, regional and local levels. The effect of this was to identify individual elements of the systems and to determine their significance in the innovation process.

From the point of view of identification, hierarchy and analysis of conditions of local development, innovation and innovation policy, the use of the factor analysis method was of great importance. Thanks to this method, I formulated the typologies of factors that determine the potential of innovation, and hence effective policy in this area. As a result of the analyses carried out with the use of this method, it was possible to develop a concept of innovative institutional and instrumental solutions that constitute the main research product.

The decision analysis was the next method used in the research process. Thanks to this method, I characterized the process of local development at the decision-making level. I also developed the structure of the decision-making process at the local government level taking into account external and internal development conditions. This method was also partially used by me at the stage of analysing the process of implementing local innovation policy in the subjective and instrumental aspects.

The institutional and legal method served to analyse innovation policies formulated at the European, national, regional and local levels on a subjective and legal level. I have discussed legal regulations that determine innovation processes and thanks to which public, private and social sector entities have the possibility of generating them, as well as absorption and diffusion.

I used the comparative method to compare the level of innovation based on the so-called Summary Innovation Index, in the dimension of individual European Union countries and interregional. I also used it to compare the level of so-called environment friendly to innovation in individual EU countries. It was also used to compare the results of empirical research in individual territorial self-government units.

The last of the key research methods I applied was the analysis of statistical data. I used it, inter alia, to determine the independent variable - gross domestic product per capita by provinces.

In the research process, I also used research techniques such as: 1) desk research; 2) "multiple case study"; 3) quantitative techniques (CAWI). A technique based on the so-called analysis of the existing data (desk research) I used in the process of studying the conditions of the local innovation policy. On the basis of it, I analysed European and national strategic documents, which are development policy instruments, regional innovation strategies for all provinces in the country and few local innovation strategies of local government units. The critical analysis of strategic documents was the basis for formulating goals and research questions, as well as assessing the quality of innovation policy instruments and correlating it with the existing reality relating to the innovative position of the country and regions on a European scale. As part of the quality methods adopted in the research process, I also used a research strategy based on the so-called "Multiple case study". Its essence is to analyse several cases, compare them and create a theoretical generalization within the same research process. I used this strategy mainly when analysing examples of solutions in the field of social innovation at the European and national level.

I carried out field research concerning innovativeness in the local government using a questionnaire placed on the Internet (CAWI). The inspiration for this study was the analysis and research carried out by Polish researchers (Tuziak¹⁷; Stawasz¹⁸) and foreign researchers

¹⁷ A. Tuziak, *Innowacyjność w organizacjach sektora samorządowego*, „Opuscula Sociologica” 2016, nr 2.

(Evans, Aulich, Howard, Peterson¹⁹). The questionnaire was similar in nature for both municipalities and counties. It contained twenty-one questions. The scope included the following issues: understanding of innovation in local government, institutional dimension of innovation, legitimacy, objectives and internal and external conditions of local government innovations, analysis of internal and external organizational innovation, innovation in public procurement, communication innovations, social innovations and barriers to implementation of innovation in local government.

Prior to the actual research, I conducted a pilot study on a sample of 20 municipalities to detect possible errors. The actual empirical study was carried out from March to May 2017. The random operation of local government units covered all municipalities and counties in Poland. The secretaries of the local government unit, who in my opinion have the best knowledge in this regard, were asked to complete the survey. I obtained the database of local territorial units from the sources of the Ministry of Interior and Administration. A link to the questionnaire and a covering letter encouraging the completion of the questionnaire, I sent to all local self-governments (municipalities and counties) in Poland: 2478 municipalities and 314 counties. 547 municipalities (22.2%) and 65 counties (20.7%) replied to the request. After checking and rejecting incorrect surveys, 406 questionnaires were included in the analysis in the case of municipalities (16.4% of the total) and 42 surveys in the case of counties (13.4% of the total).

For the purposes of my research, I formulated the main thesis and auxiliary theses. The main research thesis was based on the assumption that currently innovations influence, to a too small extent, the formulation and implementation process as well as the content of local development policy in Poland. The activity of local self-governments in the sphere of shaping and diffusion of knowledge, cooperation and socio-economic inclusion, which is the basic determinant of the process of creating local systems and innovation policy, is too small. The result is a generally low level of innovation in the local government sector, and thus limited ability to shape local development. In my research, I also accepted auxiliary theses:

1) Contemporary development policy at the local level is determined mainly by endogenous factors. Existing external conditions sometimes affect the disruption of local development processes.

2) The functioning systems and innovation policy at the regional, national and European level do not sufficiently affect the effective development of local innovations. The effectiveness of innovation policy at the local level may be much greater than that carried out centrally or regionally - only bottom-up generated innovations bring results.

3) Local governments, despite the existing instrumental-institutional potential of innovation, do not use it sufficiently in development processes.

4) Public innovations are more developed in municipalities than in counties.

¹⁸ D. Stawasz, *Innowacyjne aspekty zarządzania w administracji samorządowej*, „Zeszyty Naukowe Politechniki Częstochowskiej Zarządzanie” 2015, nr 20, s. 98–109.

¹⁹ M. Evans, Ch. Aulich, A. Howard, M. Peterson, R. Reid, *Innovation in Local Government: Defining the challenge, making the change*, Australian Centre of Excellence for Local Government, University of Technology, Sydney 2013.

5) Existing typologies of innovations in the local government sector are heterogeneous and unadjusted to the specifics of the public sector, which may negatively affect the development of local innovation policy. Technology, as a generally accepted kind of innovation, is not an autonomous type of innovative activity in the local government sector, but it is a universal platform on which most of the innovation processes are generated.

6) There is a lack of a holistic model of innovation policy at the level of local government, which would allow its effective instruments to be formulated in pursuit of overall development and increase of competitiveness of the territorial unit.

As a result of realization of the goals I developed a research monograph consists of five chapters each with an introduction and ending. The subject of the first chapter is the theoretical analysis of development issues and policies at the local level. I presented terminology and an epistemological approach of local development, which is determined by the concept of multiplicity and conditions affecting it, analysed mainly in the context of endogenous and exogenous factors. I described the essence of local development as a fundamental, theoretical and empirical study of this plane, and it created its typology. Later I analysed the general policy elements, extracting their entities, and the subject of instruments, which is a key determinant of their effectiveness. I also discussed the process of making political decisions, also in the dimension of local specifics. The last part presents the conditions of local development policy from a European, state and regional perspective. I focused on rarely discussed issues in the literature of multi-level policy instruments impact on the local aspects of social and economic development.

The second chapter focuses on the theoretical aspects of innovation and innovation policy. In its first part, I analysed the terminology and typology, which is a starting point for further considerations regarding the nature and instruments of innovation policy. I focused on the goals and evolution of innovation policy and its contemporary instruments related to implementation and evaluation at the public sector level. Then I characterized the phenomenon of change, which essentially determines the generation of innovation. I also raised the issue of system analysis of innovation processes at the global, European, national and regional level. In the next part I presented the determinants of innovation, including its classification. I underlined the importance, in my opinion, of the most important factors affecting innovation, ie the environment and innovation culture. In the last part, I characterized innovations in the public sector, pointing to the types of innovation typifying them and factors shaping their development

In the third chapter, I presented the theoretical-empirical analysis of innovation policy in the process of creating local development. I discussed the importance of this policy in the context of the evolution of the basic models of public management, starting from bureaucratic, through new public management, the concept of local governance, and ending with the contemporary model of neo-weberian. In further parts I presented the results of empirical research carried out among local government units in Poland. I discussed the understanding of innovation and the objectives of innovation policy at the local level. I have also characterized the institutional dimension of innovation policy in the subjective and legal aspects. Then I verified the impact of regional innovation policy on local development processes, mainly based on empirical analysis of regional innovation strategies and field

research results. In the last part, I discussed the impact of innovation on the development of the local economy and the competitiveness of territorial units.

The main source of inference contained in the fourth chapter are the results of my own research. I presented in it an analysis of innovation potentials and forms of implementation of innovation policy in local government units in Poland. In the first part, I developed a diagram of the structure of innovation potentials. I presented the assessment of municipalities and counties regarding the importance of innovation potential factors in the operation of local government administration. Then I attempted to prove the thesis that in the local government sector technology as a modern phenomenon in society, economy and the state does not constitute a separate type of innovation, but the plane on which most of the innovation processes are generated. As a result of classification diversity existing in the literature in local government, I found it justified the development of a new model of innovation typology. It was presented in the next part and constitutes a starting point for the presentation and analysis of the results of my own research concerning the internal and external dimension of organizational innovations in local government units. Due to a certain specificity, I separately characterized the issue of public procurement, important for the development of local innovations. The fourth chapter ended with a theoretical and empirical analysis of social innovations.

In view of many challenges and problems and needs in the field of innovation development in local government, I decided to develop a new paradigm of local innovation policy, which is the merits of the last, fifth chapter. In the first place, I formulated theoretical and empirical premises based mainly on the results of my own research. As a result, I presented the key components of the concept. Then I showed the essence and meaning of the so-called knowledge policy in the development of innovation policy, referring to such issues as: knowledge-based economy, a learning region, a learning organization and a learning city. Subsequently, I focused on the second element of the new paradigm, ie the policy of the cooperation network, whose determinants are: democratization of innovation, open innovation model and the concept of clusters. For the third key factor of the presented concept, I recognized an inclusive innovation policy. In the last part, I described a holistic model of contemporary innovation policy. I formulated conclusions and recommendations that apply to innovation systems at all levels of public management: national, regional and local. I showed the place and content of local innovation policy in the structure of local development policy.

The obtained results of theoretical and empirical research allowed for the implementation of the main objective and specific objectives of the research project. In relation to the main objective, I developed and presented a new paradigm and a holistic model of innovation policy at the local level, which may constitute a certain pattern of public management. The new model is to consist primarily of: 1) greater involvement of local authorities in the processes of formulating innovation policy at various levels of public administration; 2) incorporation of innovation-related objectives into local development policy; 3) formulating development goals based on three basic directions: knowledge development, development of co-operation network and inclusive development; 4) permanent shaping of local sub-policy, which will take into account these development directions. It should also be added that as part of the new paradigm of the local innovation policy, I also

formulated suggestions for a new approach to shaping innovation policy at the regional and national levels.

The results of the conducted research also allowed the specific objectives set to be achieved. Based on the analysis of international and national research results, I defined the essence of local development policy and its internal and external conditions. I also stated that today the local development policy is determined mainly by endogenous factors. This results both from the growth of local potentials and changes in approach to the development of local public authorities, as its main coordinators. Based on empirical research, I have assessed the level of innovation in local government units in Poland. The results of the research are the basis for formulating some of the most important conclusions: 1) the majority of the analysed municipalities and counties understand what innovation is. They see it mainly as a change, improvement and a development, but also as a risk, uncertainty and additional costs. At the same time, most of the surveyed units see the need and justification for introducing innovations at the local level, both in self-government organizations and the internal environment; 2) the general level of innovation of Polish local self-governments is unsatisfactory. Despite the existence of strong but untapped potentials of innovation in the local environment, there are weak institutional capacities for innovative activities, manifested mainly in an ineffectively operating innovation system. In addition, representatives of local governments formulate to a small extent the objectives related to innovations in strategic documents, which means that their local development policy is not focused on innovation processes; 3) the local self-government units surveyed poorly assess support in the area of innovation development implemented by the province self-government and government administration; 4) the main factors determining the development of innovation and creating the potential of innovation are associated in the opinion of municipalities and counties with: financial resources, knowledge and skills resources, creativity and openness of local authorities, as well as with cooperation with external environment entities; 5) the most innovative activities of the local government unit in Poland are introduced in the organizational sphere. At the same time, the level and number of innovative activities is higher in municipal governments, with larger budget revenues and those located in provinces with higher GDP per capita; 6) the use of innovative instruments related to public procurement by the self-governments studied is quite poor. Nowadays they constitute a good formula for two-way generation of innovation processes: on the side of enterprises and local government administration; 7) there are still a number of barriers that the examined local government units pay attention to. These include, in particular: insufficient financial resources for innovation, legal barriers, lack of professional external support, small number of local innovation initiatives, poor cooperation with research and development centers, lack of goals related to innovation in local development policy and related short-term thinking.

The results of the conducted research have also contributed to the achievement of the objective related to determining the conditions of innovation systems at various levels of public administration. During the research, I formulated and proved the assumption about the existence of innovation systems and policies at the following levels: global, European, national and regional. I also determined the factors conditioning the existence of these systems. These include in particular: 1) political factors, including various instruments and political and legal solutions; 2) economic factors related to the level of competitiveness of the

economy, including, for example, inter-business cooperation; 3) social factors related to tradition, history, openness to new challenges; 4) technological factors, including, inter alia, the level of development of the R & D sector and technological progress.

In this study, I also showed the importance of local innovation policy in the process of creating local development and its impact on the competitiveness of the local economy. By analyzing the models of public management, I have placed innovations as phenomena and processes that have their permanent place in changing management concepts and public policy periodically. The conclusions presented in the work confirmed the assumption that innovations have a significant impact on both social development (generate more social activity and innovative solutions to social problems) and economic (they significantly affect the competitiveness of local economy entities). Therefore, local authorities, as the main actor of local development, should realize the importance of the local development policy in the process of building a competitive advantage, both business entities and the entire territorial unit.

In the research design process, I noticed a large dispersion of types of innovation, their heterogeneity and lack of innovation typologies specific to the local government sector. In response to this, I implemented the last of the objectives of the research, based on the formulation of a new model of innovation typology. Based on the theoretical analyses and the results of empirical research, I developed a new model for the typology of local government innovations, which consists of three basic innovation groups: social, organizational and innovation in public procurement.

The main thesis of the research was based on the assumption that currently innovations have little influence on the process of formulation and implementation of local development policy in Poland, which also affects the generally low level of innovation in the local government sector. It should be assessed that the adopted thesis has been fully confirmed. First of all, it results from the general theoretical and empirical analysis of the structure and content of policy instruments at the local, regional and national levels, and secondly from the conclusions of the empirical study conducted among local government units in Poland. Local authorities in Poland should realize that the processes of globalization, the increase in the "intensity" of socio-economic change, the growing expectations of society and the economy, and the existing civilization threats determine the need to implement an innovative approach on every level of development processes. Due to the fact that the local government plays a huge role in shaping these processes, mainly through the formula and effectiveness of the local development policy, it should take into account innovations in its policies and activities.

As a result of my research, I also positively verified the thesis about the predominance of endogenous factors over exogenous in local development policy. This is evidenced by the theories of local development presented in the paper, as well as the analysis of developmental potentials at the local level, which are significant but in many cases inefficiently used. What is more, I confirmed the thesis that the current model of public policies existing at the regional, national and European level is not conducive to generating the activity of local development actors in the use of internal potentials. Often, certain patterns of behavior are imposed, which under the signature of a chance for development actually limit the use of internal potentials of the local community. This issue is joined by another accepted and confirmed thesis based on

the assumption that existing systems and policy of innovation at the regional, national and European level do not sufficiently affect the effective development of local innovations. This rule is mainly confirmed by the formula and instruments of regional innovation policy. The regional innovation strategies in Poland analysed in a partial scope refer to the objectives related to the development of local innovation, as well as the initiation of cooperation between self-government entities on this level. In addition, the results of empirical research, on the basis of which the examined local government units assessed the support from the province self-government and the government administration as low, also show poor support for local innovations.

Another adopted detailed thesis was based on the assumption that local governments, despite the existing instrumental-institutional potential of innovation, do not use it sufficiently in development processes. This thesis has also been confirmed. This is evidenced primarily by the small number of goals related to the development of innovation, which should be part of local development strategies created by the local government. Based on the conducted surveys, I showed that, in particular, in municipalities with a lower number of inhabitants (less than 10,000) and poorer (with smaller budget revenues), there is low awareness of the need to develop local innovation policy.

The next thesis of research assuming that public innovations are more developed in municipalities than in counties has not been confirmed. The collected survey results indicate that depending on the type of innovative activities, the situation is similar in both municipalities and counties. Sometimes, counties even outperform municipalities, for example at the level of social innovation. In turn, municipalities rank a bit higher in the area of external organizational innovations.

As part of the research project, I also put forward a thesis based on the assumption that the existing typologies of innovation in the local government sector are heterogeneous and not adjusted to the specifics of the public sector. This may have a negative impact on the development of local innovation policy. Based on theoretical analysis and the results of questionnaire research, I also positively verified the accepted thesis. I decided that technology, as a generally accepted type of innovation, is not an autonomous type of innovative activity in the local government sector, but it is a universal platform on which most of the innovation processes are generated. For this reason, I decided to develop a new model of innovation typology in local government.

The last detailed thesis was the assumption that the level of local self-government lacks a comprehensive model of innovation policy that would allow the formulation of its effective instruments in pursuit of the overall development and growth of the competitiveness of the territorial unit. This situation was confirmed in the collected survey results. For this reason, I decided to develop and propose a holistic model of local innovation policy based on a new paradigm whose elements are: local knowledge policy, cooperation network policy and inclusive innovation policy.

The position of local government units in creating development processes, including those based on innovations, is not easy at the moment. They are struggling with many organizational, financial and political problems. The progressing process of decentralization of public administration has led to an increasing burden on the tasks and competences of local

administration, at the same time without adequate financing and institutional support in their implementation. The consequence of this was and is the sacrifice of existing local potentials, both inside and outside the organization, mainly for the performance of current and mandatory activities. This leads to the omission in the process of formulating the policy of local development directions based on innovation, creativity, new knowledge, openness and wide cooperation with the environment. As a result of empirical research, it turned out that for many local authorities innovations sometimes constitute a "waste of time and money". The subjects of the survey were both municipalities and counties, which are counted in local self-government units in Poland. Both the self-government at the level of the municipality and the county is the subject of the local development policy. However, municipalities essentially have much greater innovation potential than counties, especially in the context of creating an environment friendly to innovation, which favors generating innovation among other local entities. In turn, counties can play an important role at the level of cooperation and building cooperation networks, for example in the area of local clusters. The role of counties that carry out many social tasks could also be creation and promotion of social innovations. They could also co-create the local innovation system. However, the implementation of this type of model would require changes in the system and organizational system of municipalities and counties in the direction of further decentralization of functions and tasks for the benefit of the municipality first and foremost.

Another conclusion that arises in connection with the implemented research and development project is related to the influence of supra-local policies on local development policy, including the development of local innovation policy. In fact, from the beginning of the European integration process, which somehow went hand in hand with the processes of decentralization of the Polish public administration system, local governments are "subordinated" to public policies formulated at the EU and State level. The existence of a public management model based on "strategic intervention", on the one hand, generates significant opportunities to obtain external support for the implementation of many investment projects, but on the other hand hinders the implementation of autonomous strategic thinking based on a real analysis of "what we have" and "what we can do", to make us and our social and economic partners more competitive. Therefore, taking into account the "binding" of local development policy with: 1) public policies of the regional, national and European level; 2) legal regulations; 3) competing for external financing of development, which sometimes disturbs the building of healthy relations with the environment, it is necessary to propose the thesis that local self-government in Poland has not really been decentralized, and often is only a tool for implementing the centralized political interests of a higher degree. What is real democracy and decentralization of administration without the apparent confidence of the central government in the face of the ability of local authorities and communities to independently generate development processes? This trust after almost thirty years of the process of systemic transformation is still lacking in Poland.

As I have emphasized this many times, now the role of EU and state bodies focuses mainly on announcing the need to develop innovations and formulate noble goals in this area. Sometimes programs are also implemented, which are aimed at stimulating innovation among entrepreneurs. There are not many initiatives that would promote innovation in the public and social sectors. In reality, therefore, there is a need to reformulate both European, national and

regional innovation policy towards the creation of effective instruments for shaping innovation systems and policy at the local level. Local governments should be promoted and encouraged to formulate concepts and objectives related to innovativeness in many areas of local management. In the process of shaping a new approach to innovation policy, the concept of a new paradigm of local innovation policy may be useful, which I developed as one of the results of the research. It is based on knowledge, cooperation and inclusion. However, it is also important to understand more thoroughly the importance of innovations that should not be an end in itself. They are often burdened with a certain degree of risk and cannot be effectively generated without designing and building a friendly environment for them and constantly shaping the culture of innovation.

The presented theoretical-empirical study is an attempt to analyse and synthesize conditions related to innovations, both at the national and international level. It is directed to a wide range of recipients operating in both the sphere of theory and practice. The developed material provides many tips to representatives of public, private and non-governmental organizations who can actively engage in creating innovation processes at the local level. Thanks to the conducted research I have developed a number of theoretical concepts that can be an inspiration for further research, as well as be applicable in the socio-economic environment. These include in particular: 1) defining a new definition of the term "local development"; 2) dynamic and static approach to local development policy; 3) development of a new typology of local development policy according to the following criteria: objective, subjective, development factors and dynamics of local authorities' activity; 4) formulating the typology of local development policy entities; 5) defining the national innovation system; 6) classification of local innovation entities ("local innovation actors"); 7) developing a typology of entities of local innovation policy based on the criterion of: sectoral affiliation, functions in the innovation process, territorial range, functions in the decision-making process; 8) development of the structure and analysis of the innovation potential of local self-government; 9) developing the concept of technology as a platform for innovation; 10) developing a new model of innovation typology in local government; 11) elaboration and presentation of a new paradigm of local innovation policy including: concept and definition of local knowledge policy; the concept of cooperation network policy; the concept of inclusive innovation policy; the concept of a holistic model of local innovation policy.

It should be noted that the partial results of the research contained in the publication, being the main scientific achievement, were presented during international and national scientific conferences:

Title of the presentation	Conference name	Organizer / place / date
Invited Lecture: "Inclusive innovations as a way to solve the social problems - examples from Poland"	"Perspective of Local Government in Central-Eastern Europe". Practice and Innovations	Ministry of Interior of Hungary/ Budapest/ 2019

Invited Lecture: "Objectives and instruments of innovation policy and local governance in Poland"	"Perspective of Local Government in Central-Eastern Europe"	Ministry of Interior of Hungary/ Budapest /2018
"Is territorial self-government in Poland innovative? Attempt to evaluate "	Fourth National Political Science Congress 2018, "The State in Times of Change"	Polish Political Sciences Society, PAN Political Sciences Committee, Faculty of Political Science UMCS, Lublin / 2018
"Innovation policy in local government units"	"Public policies. Conditions - dilemmas - instruments "	University of Maria Curie-Skłodowska, EUROREG, Regional Studies Association, Lublin / 2018
"The impact of public procurement on innovative socio-economic development"	21st International Research Society on Public Management Conference (IRSPM), "The Culture and Context of Public Management".	International Research Society on Public Management Conference (IRSPM), University, Institute of Economic and Public Policy, Corvinus University of Budapest /2017
"Innovative approach and local economic development in Poland"	"Smart ideas and a new concept of economic regeneration in Europe"	University of Dubrovnik, Croatia/ 2016
"The importance of innovation in the process of creation of local development in Poland"	20th Annual Conference of the International Research Society for Public Administration (IRSPM): "Collaborative, Globalized and Interdisciplinary: Moving the Public Management Debate Forward"	International Research Society for Public Administration (IRSPM), Hongkong Polytechnic, Hongkong City University /2016
"The concept of integrated and innovative approach under the Local Development Strategy in the LEADER Program"	"Supporting innovative processes in the region's economy"	School of Economics and Innovation in Lublin / 2009

The described innovative dimension of the local development policy is a certain segment of the complex and dynamic reality related to the relations between innovations and the public sector and public policy. Nevertheless, an attempt to include this qualitatively

diverse subject in one monograph gives hope for taking action related to the practical development and improvement of the concept of managing the state and its individual segments. The results of the political study conducted and based largely on international knowledge determine the need to conduct further research on innovations and innovation policy in our country. Presented proposals and concepts of local innovation policy, as an element and at the same time a factor dynamizing local development policy, can provide a good basis and inspiration for further discussion, especially in the context of the process of modernization of Polish public administration, which, considering various types of existing dysfunctions, is in the near future inevitable.

5. Discussion of other scientific and research achievements

The scientific and research activity conducted by me after obtaining the doctoral degree in 2007 focuses on three basic areas: 1) legal and financial aspects of the functioning of the public sector; 2) socio-economic implications of European Union policies; 3) local and regional development policies in the functional, institutional-instrumental and innovative dimensions.

1) Legal and financial aspects of the functioning of the public sector

The first research area is the primary sphere of my research and scientific development. This is associated with both political and legal knowledge acquired during my studies, as well as didactic activity, especially carried out in the first period of my academic career. The main effect in this respect was the Ph.D. thesis, defended in 2006. On the basis of this, by expanding the substantive aspect and the necessary changes and updates, I published in 2011 a monograph: Sienkiewicz M. W., (2011), county self-government in Poland. Assumptions and implementation, Wyd. UMCS, Lublin, pp. 445. An important issue in the discussed area of research is the analysis of the public administration reform process in Poland, the results of which have been reflected in works published in Poland and abroad. The most important studies can be distinguished: Sienkiewicz M. W., Michałowski S., (2017), Public Administration in Poland: Reforms and Systemic-Organizational Issues, [in:] Public Administration Reforms in Eastern European Union Members States. Post Accession Convergence and Divergence, (eds.) P. Kovacs, M. Bileisis, Wyd. Mykolas Romeris University, University of Ljubljana, pp. 139-194; Sienkiewicz MW, (2017), The Importance of Urban Policy in the Process of Reforming Public Administration, [in:] Modern Science, "Political Science, Law, Finance, International Relations", Vol. 1, Vienna, Austria, p. 255 - 262, ISBN 978-619-7105-93-3; Sienkiewicz M. W., (2016), The process of Shaping of Local Government in Poland after the Transition Period, [in:] Local Government in Selected Central and Eastern European Countries. Experiences, Reforms, and Determinants of Development, (eds.) M. W. Sienkiewicz, K. Kuć-Czajkowska, Wyd. UMCS, Lublin, pp. 137-150; Sienkiewicz M. W., (2012), Public administration reform in Poland: objectives, implementation, and outlook, [in:] Governance and Poverty Reduction in Developing Countries, Wyd. National Institute of Public Administration, Bangkok, Thailand, pp. 11; Sienkiewicz M. W., (2012), Social aspect of the county self-government process in Poland

after 1990, [in] 20 years of local self-government in Poland. Successes, failures, prospects, edited by K. Mieczkowska-Czerniak, K. Radzik-Maruszak, Wyd. UMCS, Lublin, pp. 153-171.

The second area of my research interests is public finances. In parallel to the didactic activity conducted since 2007, I undertook research topics related to the conditions of the financing system and the state's fiscal policy as well as local government units. The factor determining the implementation of research in this area was mainly the growing weakness of financial management of public sector entities and their effects on the economy and society. Among the scientific works that reflect my activity in this field can be distinguished: Sienkiewicz MW, (2016), Problems and determinants of the development of the county self-government financing system in Poland, [in:] 25 years of local government in Poland - experience balance, ed. S. Michałowski, M. Sidor, J. Wasil, Wyd. UMCS, Lublin, pp. 563-582; Sienkiewicz MW, (2012), The Evolution of the Revenues and Expenditures of Local Government in Poland After 1990. Legal and Financial Aspects, [in:] Public Administration East and West: Twenty Years of Development, Published by NISPAcee Press, Ohrid, Macedonia , pp. 17, ISBN: 978-80-89013-63-0; Sienkiewicz M. W., (2009), Legal guarantees of financial autonomy of the county self-government in Poland, "Scientific Research", vol. 22, no. 2, Wyższa Szkoła Umiejętności im. St. Staszica in Kielce, pp. 107-122. An important result of the research was the publication in 2012 of a scientific article on the evolution of public finances in Poland in the process of European integration. Previously, the research was presented at an international conference in Melbourne, Australia. The material was published in an international scientific journal: Sienkiewicz M. W., (2012), Public Finance in Poland in the process of European Union Integration, "World Journal of Social Science", vol. 2, no. 6, pp. 67-78.

Scientific achievements in the field of research on the legal and financial aspects of the functioning of the public sector close the scientific and research activity on the subject of municipal economy and tasks of local government units. In my research, I tried to focus mainly on the evolution of the organizational and legal forms of running a municipal economy in Poland. The results of the research were presented during national and international scientific conferences. They were also reflected in the published articles and chapters in collective works in Poland and abroad: Sienkiewicz MW, (2016), Organizational and legal transformations of municipal economy in Poland after 1989, "Local Self-government", No. 1-2, p. 35- 47; Sienkiewicz M. W., (2015), Outsourcing as an element of management of Local government in Poland. Benefits, Weaknesses and challenges of development, [in:] Selected topics in change management, P. Kaplánová, U. Pinterič (eds.), Publisher: Faculty of Organization Studies, Novo Mesto, Slovenia, p. 137-165; Sienkiewicz M. W., (2015), Tasks and competences of county self-government in the field of public order and safety, [in:] County self-government in Poland. Structure, tasks, choices, edited by R. Kotapski, Wyd. Marina, Wrocław, pp. 119-135.

My didactic achievements in the discussed area include conducting lectures and exercises in such subjects as: Public finances, Public finance management, Municipal management, Administrative law, Public administration.

The constantly changing functional and financial conditions of territorial self-government activities in Poland provide valuable inspiration for conducting and deepening theoretical and empirical research. The prerequisite for scientific activity is also the existing problems and the growing needs and expectations of society and the economy, which enforce the improvement of efficiency and improvement of public sector activities. The task of the researcher is, therefore: analysing the existing situation of territorial units, also in the comparative aspect, examining determinants in the endo- and exogenous dimension, conducting inferences and presenting proposals for solutions and recommendations that may be applicable in the socio-economic environment.

2) Socio-economic implications of European Union policies

I have already been interested in the European Union issues during my studies at the Faculty of Law and Administration of UMCS. In the Department of European Union Law headed by Prof. Ryszard Skubisz, I conducted research and wrote a master's thesis on the comparison of the public procurement system in Poland and the European Union. The subject of the EU, in particular in the aspect of politics and funds, became the subject of my practical activities related to the development and implementation of projects for local development financed from EU funds. In the years 2000-2007 it was related to my employment in the Foundation for the Development of the Lublin Region. Practical experience with EU issues has also been translated into science. In 2009, a series of studies published in the collective monograph was published: Sienkiewicz MW, Szot-Gabryś T., (2009), Financing rural areas development from European Union funds, [in:] Poland in the European Union - Problems and experiences of the integration process, red T. Pałaszewska-Reindl, T. Szot-Gabryś, publ. WSU, Kielce, pp. 29-41; Sienkiewicz MW, Szot-Gabryś T., (2009), Environmental policy in Poland against the background of Community policy and its support in European Union funds, [in:] Poland in the European Union - Problems and experiences of the integration process, ed. T. Pałaszewska -Reindl, T. Szot-Gabryś, Wyd. WSU, Kielce, pp. 43-59; Sienkiewicz, MW, (2009), The importance of the Common Agricultural Policy of the European Union for the development of agriculture and rural areas in Poland, [in:] Poland in the European Union - Problems and experiences of the integration process, ed. T. Pałaszewska-Reindl, T. Szot- Gabryś, Wyd. WSU, Kielce, pp. 179-193. My research in the sphere of the implication of policy of the EU rural development was determined by both the growing role of EU programs at that time, which strengthened the potential of local development policy in Poland, as well as practical own experience related to cooperation with public and social entities. It should be added that during the years 2007-2013, local communities have received many opportunities to create and implement a coherent and integrated model of local development policy, however, as demonstrated by the later reality, this has not been fully implemented. It should be assessed that some systemic and institutional failures in this area are continuing now, which weakens the effective use of development opportunities of local opportunities flowing from the external environment.

Among the policies of the European Union, regional development policy plays an increasingly important role. After joining the EU, the provinces in Poland became the subject

of this policy. At the same time, they received a number of instruments for its effective implementation. Province authorities play an important role in the process of managing funds for local development and also act as the creator of regional innovation policy. Based on these premises, I undertook an analysis of regional policy in Poland in the context of European integration. The main element of this analysis was the National Strategy of Regional Development 2010-2020. The results of the research were presented at a conference in Lithuania and published in a collective work edited by Sienkiewicz MW, (2013), *Regional Policy in Poland in the Context of European Integration*, [in:] *Good Governance at Local Self-government: Democracy, Decentralization, Development*, D. Saparniene, J. Mikolaityte, (eds.), Wyd. Siauliai University, Siauliai, pp. 11, ISBN 978-609-8080-49-0.

The activity related to the implementation of both scientific and implementation projects has led to the promotion of the idea of a project approach at the international level. In the candidate and newly admitted countries (eg Croatia), there has been a need to acquire knowledge about projects and project management, mainly among representatives of local administration. Thanks to participation in one of the international projects carried out by a non-governmental institution, a book on projects and project management was published and shared in several Balkan countries, of which I am a co-author: Sienkiewicz MW, Kuć-Czajkowska K. (2013), *Specialist for EU funds, Issues*. VCC Foundation, Lublin, pp. 148. This item was then extended and translated into Serbian and Croatian: Sienkiewicz M. W., Kuć-Czajkowska K., (2013), *Менаџер-Специјалиста за управљање пројектима ЕУ Фондова*, Publisher. Syntea, ss.157; Sienkiewicz M. W., Kuć-Czajkowska K., Ćurković R., (2014), *Stručnjak za EU fondove*, Wyd. Syntea, pp. 172. It should be added that training was provided for representatives of the local and regional administration in Croatia and Serbia on the basis of this publication.

Conducted research and practical experience in the field of analysis of EU policies influenced the quality and effectiveness of didactic classes in the following subjects: EU financial policy, EU policy, European funds and project management.

Nowadays, development processes in the social and economic sphere are basically based on conditions resulting from the membership in the European Union. Poland, compared to other EU countries, uses the possibility of EU financial support quite effectively, while being an important subject of Community policies. It is natural to refer to the issue of European integration in the process of researching local and regional development. One should also signal a kind of collision, in the social, economic and political reality, of a "top-down" (EU policies) and "bottom-up" (local and regional policies) approach, which in my opinion is a fact.

3) Local and regional development policy in the functional, institutional-instrumental and innovative dimensions.

Professional activity since 2000 has been focused on projects serving local and regional development. In the first period, it was related to employment in the Foundation for the Development of the Lublin Region (2000-2007). First, as the deputy head of the local development office and activation of rural areas, then head of the Agro-Info European

information center. Since 2007, practical activity has been continued as part of the Center of Local Development Foundation, of which I am the main founder and president. The experience gained in cooperation with local government units, non-governmental organizations and representatives of the private sector allowed me to diversify scientific and research interests related to local development and development policy. As a result, several scientific publications were published that reflected my interests and the results of empirical research and projects being carried out. Articles in foreign journals should be considered as key studies, including one in the journal from the JCR database: Sienkiewicz MW, (2014), Local economic development policy in Poland: Determinants and outcomes, "Zbornik radova Ekonomskog facultative at Rijeka: časopis za ekonomsku teoriju i praksu / Proceedings of Rijeka Faculty of Economics: Journal of Economics and Business ", vol. 32, sv. 2, pp. 405-427; Sienkiewicz M. W., (2014), Municipal Development Strategy as an Instrument of Local Economic Development Policy, "Socialiniai tyrimai / Social Research", No. 3 (36), pp. 13-25. The research published in these sources related to the conditions, effects and instruments of the local economic development policy in Poland. The aim of the research was, among other things, to indicate whether and to what extent local development strategies influence the formula of economic development policy conducted by local authorities. In an article published in the Lithuanian magazine, selected strategic documents of territorial units in Poland were subject to a critical analysis. Previously, the results of the research were presented at the international conference in Szawły in 2014. The effects of this work have been recognized by the jury of the Lithuanian Chamber of Commerce and Industry, which in 2014 awarded me the prize for a scientific approach to the issue of economic development. By using the methodology of analysis of the local development strategy, I also carried out regional research. This focused on the analysis of strategic documents of communes and counties of the Lublin province. The subject of this analysis were micro and macro-environment factors as well as strategic and operational objectives related to the economic development of territorial units. It is worth adding that the collected results confirmed the assumption made in the course of research designing that despite many possibilities and institutional instruments, local government authorities do not sufficiently take into account economic objectives in their development policy. The conclusions from the research were published in the chapter in collective work: Sienkiewicz MW, (2014), Creating economic development by the local government - analysis of development strategies for selected cities in the Lublin province, [in:] Cities, agglomerations, metropolises in the global trend of transformation, ed. K. Kuć-Czajkowska, M. Sidor, Wyd. UMCS, Lublin, pp. 391-412.

The instrumental dimension of local development policy has also been analysed in the published chapters in collective works edited by: Sienkiewicz MW, (2013), Determinants and effects in local government in Poland and Western Europe, [in:] Regionalization and Inter-regional Cooperation, Published by NISPAcee Press, www.nispa.org, pp. 14, ISBN 978-80-89013-68-5 and Sienkiewicz MW, (2016), Local development strategy as the basis for the promotion concept of the commune. Analysis of selected territorial units in the province of Lublin, [in:] Marketing of territorial units. Examples from Poland, edited by K. Kuć-Czajkowska, K. Muszyńska, Wyd. UMCS, Lublin, pp. 197-214. In turn, development planning instruments at the regional level have been discussed in the work: Sienkiewicz M.

W., (2014), Policy planning for regional development in Poland and other selected countries of the European Union, [in:] *Government vs. Governance in Central and Eastern Europe*, pp. 15. Published by NISPACEE Press, Bratislava, ISBN 978-80-89013-72-2.

An important research issue in the area of local development policy is its subjective aspect. Along with the progressive gradual modernization of public administration, the model of management and local development policy is changing. It takes into account more and more the mechanisms of social participation and empowerment of local communities. The growing importance of local leaders and important social groups in the process of public co-management determines the need to change the awareness and approach of local authorities to the development of the territorial unit. The development strategy is the key instrument for effective formulation and implementation of this policy. It enables, practically at every stage of its functioning, to involve the community in decision-making processes. Research related to this issue has been published in the following works: Sienkiewicz MW, (2018), *Public participation and spatial planning policy at the local level in Poland. Publications for Well-being and Growth*, Published by NISPACEE Press, ss 10, ISBN 978-80-89013-97-5; Sienkiewicz M. W., (2014), *Social Dimension of the Strategic Planning Process on the Example of Selected Communes and Districts of the Lubelskie Province*, [in:] *Social Participation in Local Government*, ed. B. Dolnicki, Wyd. Wolters Kluwer, LEX, Warsaw, pp. 907-924; Sienkiewicz M. W., (2014), *Symptoms of social participation in the process of strategic management - experiences of selected cities in the Lublin region*, [in:] *Miasta. Social aspects of functioning*, ed. K. Kuć-Czajkowska, M. Sidor, Lublin, Wyd. UMCS, pp. 141-160; Sienkiewicz MW, (2012), *The Influence of Local Communities in the Management Processes in Local Government in Poland*, [in:] *Good Governance in Local Self-government: European and National Trends*, D. Saparniene, J. Mikolajte (eds.), Wyd. Siauliai University, pp. 15, Lithuania, ISBN: 978-609-430-164-3; Sienkiewicz M. W., (2008), *The Role of Local Leaders in the Development of Municipalities in Poland*, [in:] *Local Leadership and Shaping Participatory Democracy*, ed. S. Michałowski, K. Kuć-Czajkowska, Wyd. UMCS, Lublin, pp. 141-148.

A worthwhile undertaking, which was implemented by the Foundation of the Local Development Center managed by me in cooperation with the Political Department of UMCS, was the organization of an international scientific and practical conference devoted to civil dialogue in Poland and other European countries. The effect of deliberations and conference discussions was the editing and publication of two scientific monographs (in Polish and English): Sienkiewicz M. W., (2014), *Determinants of civil society development at the poviats county level in Poland*, [in:] *Civil dialogue. Forms, mechanisms, barriers and development prospects*, Wyd. FCRL, Lublin 2014, edited by M. W. Sienkiewicz, M. Sidor, pp. 13-28; Sienkiewicz M. W., (2015), *The Role of NGOs in the Development of Civil Dialogue at the Local Level in Poland*, [in:] *Forms and Determinants of the Development of Civil Dialogue*, ed. M. W. Sienkiewicz, Wyd. FCRL, Lublin, pp. 157-174.

These scientific activity was one of the effects of the research and implementation project implemented in 2014-2015 entitled 'Join the dialogue. Local government cooperation program with the local community of the city of Lubartów for the development of civil

dialogue ". The project was co-financed as part of the subsidy of the Ministry of Labor and Social Policy. I served as the manager and contractor of direct actions.

Conducted research on local development also focuses on the assessment of the activity and effectiveness of entities creating development processes. Among these entities, local action groups play an important role, operating in the area of almost the entire country. The assessment of their impact on local development has been presented in the article: Sienkiewicz M. W., (2015), The impact of cross-sectoral partnerships. LAGs in Lublin province, "Public Management. Zeszyty Naukowe ISP UJ ", No. 4 (32), pp. 333-350. In turn, the influence of local action groups on integrated and innovative development was analysed in the work of: Sienkiewicz MW, Szot-Gabryś T., (2009), The concept of integrated and innovative approach under the Local Development Strategy in the LEADER Program, [in:] Supporting processes innovative in the economy of the region, ed. M. Stefański, Monographie WSEI, Lublin, pp. 101-113. It is worth adding that since 2006 I have been actively involved in the practical implementation of the Leader program. Since 2015, I have been the social function of the chairman of the board of one of the local action group - the body responsible for the evaluation and selection of projects formulated and implemented by local communities.

The research process carried out by me on the local development policy is constantly focused on identifying and analyzing factors that can significantly affect political and socio-economic effects in territorial units. My didactic classes in the following subjects conducted: Management in local government, Basics of management in public administration and Civil society, are enriched with elements of empirical research and analysis of trends in the evolution of public policies in modern societies and economies. For this reason, along with the development of global and European tendencies to build competitive advantages in many areas of socio-economic life, I focused my research interests on innovation in the public sector. On the way to the postdoctoral thesis, I published the results of partial research, among others in the work: Sienkiewicz MW, (2017), *Innovation in the public sector as determinants of local development*, [in:] *New practices of local and regional development*, ed. A. Klasik, F. Kuźnik, Wyd. of the University of Economics in Katowice, Katowice, pp. 40-59. I presented other research during a conference on public policy: *Conditions - dilemmas - instruments* organized by the Maria Curie-Skłodowska University, EUROREG and the Regional Studies Association in Lublin in 2018. I gave a presentation there: *Innovation policy in local government units*.

It should be added that the issues concerning local development policy and innovation due to their importance in the changing social and economic reality and the insufficiency of research conducted, especially in Poland, are an element of my future scientific and practical plans, including design ones.

* * *

In conclusion, my current achievements in the field of scientific and research achievements fall within the discipline of political science and include:

1. As regards the publication of scientific papers, a total of 56 items, which include:
 - three monographs (including: an extended and updated version of the doctoral dissertation, a monograph which in the developed version was published in Serbian and Croatian languages, monograph being the main scientific achievement in the present proceedings)
 - seven articles published in national and international scientific journals (including: two articles in Polish, five in English - one article in the journal from the JCR database)
 - thirty-four chapters in collective works edited (including fourteen chapters in English)
 - editing of four group monographs (including three co-edited)
 - authorship of two headwords in a group study
 - two scientific reviews (including one review of an article in a scientific journal from the JCR database)
 - three reports on international conferences in English published in the scientific journal "Annales UMCS".
2. Active participation in 27 international and 32 nationwide scientific conferences.
3. Management and execution of a total of four research and implementation projects, including participation in an international project on innovation in the public sector.
4. Membership in 4, of which 3 are international organizations and scientific societies.
5. Other achievements, including didactic, popularizing and related to international cooperation.

A detailed list of achievements in the field of scientific and research achievements is contained in Annex 5 to the application for the conduct of habilitation proceedings.

Miroslav Stanković