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MANAGEMENT EXAMPLE IN POLAND

Abstract

European Union member states can use a common budget, i.e. the EU funds intended for actions that allow to solve effectively their problems. A common budget provides each member state with much wider possibilities.

Purpose of the article is to present the interest in investment of EU funds, based on the example of the Katowice commune. The article characterizes the described commune, presents its strengths and weaknesses.

Keywords: revitalization, management, example, poland

Introduction

European Union is an international organization that has its own financial resources, so-called budget, at its disposal. These resources are used to finance actions, which help to solve the member states' problems effectively. A common budget provides each member state with much wider possibilities. The EU member states would not be capable of undertaking numerous initiatives individually. The EU budget is composed of income coming from member states. Today's EU budget is about 1% of the EU gross profit. The long-term financial plan includes the EU annual budget; it is a so-called European Union financial perspective. Therefore, expenditures from the EU funds are predictable. The current financial plan is applicable until 2020.

The EU funds are allocated to specific challenges undertaken by the member states. These challenges must be strictly connected with its developmental strategy. The EU developmental strategy is specified in the Europe 2020 document, while planning

of expenditures from the EU budget is practically agreed on every seven years. The EU supports and realizes an active policy for regional development. The regional development policy is also called a cohesion or structural policy. A primary objective of regional development is reduction of differences in development of states and regions, in order to increase competitiveness of both the member states and the EU itself within the market.

The Katowice commune utilizes the financial aid from European Union effectively. Since 2009, thanks to a developed revitalization strategy for the Katowice commune, called the Local Revitalization Program, the whole commune is full of investments from EU funds in various fields.

Purpose of revitalization is to take the region out of the crisis, through the processes of spatial, social and economic transformations. The revitalization actions pose a response to the diagnosed crisis condition. Revitalization is characterized by complexity and a systemic approach. The basic directions for revitalization are actions addressed to the local community, directed to the spatial-urban and socio-economic aspects.

The Local Revitalization Program remains in correlation with the basic communal documents of a planning and strategic character, and it regards the superior strategic documentation on the regional and state level. The assumed model of open planning covers not only activation of the subject groups and interested parties during workshops for development of the program, but it will also allow to draw up a formula of permanent cooperation between all partners interested in development of the commune. The program was developed on the basis of materials prepared by the Katowice Commune Office, and workshops results, elaborated and specified by an expert team.

The task of the revitalization program is to prepare a set of instruments for economic and social activation of the commune, in the scope of the subject issues, and to create projects that pose a basis for application for external financial resources, including the EU funds. Program's tasks are also to point the area or areas, where complex revitalization will decide about dynamics and perspectives for development of the whole commune. The revitalization program is a record of the course of planned actions, and communication of projects that are necessary to be taken up, with an inevitable margin for decisive acts issued by authorities.

Economic and social situation

The geographical location, natural and cultural assets, attract thousands of tourists to the commune annually. There are several objects and regions entered into the register of historical monuments located within the Katowice commune territory. The local cultural landscape is highly interesting on the regional scale, because it combines the development of former Katowice and ruins of a medieval fortress. The greatest tourist attraction in the neighborhood are ruins of a fortified castle, which is date to be erected at the beginning of 14th century. The source of income for residents of the commune has been a job in large production facilities located in nearby Częstochowa. Unfortunately, most of them closed in recent years, and the existing ones reduced the number of employees. There are no large industrial facilities within the commune's area. It is dominated by consultancy enterprises or sole proprietorships. Various kinds of economic activities are carried out here. Starting from sport, production, trade and service companies, including the trading ones, through construction firms and general services related to construction, stonemasonry, manufacture of plastic goods, including packagings, production of shoes and shoe components, household articles, equipment of apartments, wood processing, and ending at activity related to agriculture - seed crops (oils seeds and fruit, various seeds and fruit, herbs), and industrial plants, agri-food activity consisting in production of frozen food and ice cream, agri-food breeding and processing. However, despite the rural character of the company, agriculture and breeding do not pose a considerable sector of economy within the commune. It is caused by significant fragmentation of farms, rendering it difficult to carry out a rational policy in the scope of mechanization, fertilization, chemical plants protection procedures, etc. The conditions, which are on one hand lack of perspectives for development of an industrial activity on a large scale, and on the other - the possibilities provided by the tourist assets of the natural environment and convenient communication accessibility of the commune, encourage to seek for new possibilities for creation of workplaces for the residents and an increase in attractiveness of the commune.

Assumptions of the Local Revitalization Program

The fact that the commune authorities made a decision that it is necessary to cover the commune or its fragment with a revitalization program means that the area is under crisis, i.e. it lost its ability to cope independently with the crisis phenomena. On the other hand, it also means that according to the authorities, the area still has a certain endogenous potential, activation of which will allow to take it out of this condition.

The main objective of the Local Revitalization Program of the Katowice Commune is to strengthen the developmental potential of the commune through revitalization of public spaces, and providing them with new tourist, recreational and sport functions, and activation of the local community.

In the “European local government” rank, published in the “Rzeczpospolita” newspaper on 18 July 2013, the Katowice commune occupied the sixth position in the country and the first in the Silesian voivodeship, in acquiring European funds by the rural communes. The list was drawn up on the basis of information on budgetary income from EU funds, and EU support within the national and regional operational programs. The Katowice commune has been investing the EU funds successively since 2009. Among others, renovation of the Primary School in Katowice was carried out in 2009. As a consequence of the renovation, worth more than 1 mln PLN, the school in Katowice obtained, i.a. thermally insulated internal walls and ceilings, colorful facade, new windows, internal electric installation and central heating. Roof truss was reconstructed within the old part of the building, and a drainage band together with horizontal insulation were installed. A paved parking was constructed at the school. The works were carried out from May 2008 to August 2009. The school in Kusięta, a fire station in Biskupice and the OSP (Voluntary Fire Service) fire station in Turów were renovated. The renovation of the school in Kusięta cost more than 620 thousand PLN, while renovation of the fire station in Biskupice amounted to 414 thousand PLN. Investment in renovation of the fire station in Turów cost 377,775 PLN. The resources to the amount of 98,275 PLN were obtained by the Commune from the Regional Fund for Environmental Protection and Water Management.

Greater investment in 2009 also include a ceremonial opening of the road connecting minor villages - Bukowno in the Katowice commune and Zagórze in the Janów commune.

The road, more than one-kilometer-long, with asphalt surface, is a perfect connection of both communes.

The sum for construction of the road is more than 327 thousand PLN, out of which 60% were posed by resources obtained from the Fund for Preservation of Agricultural Lands.

Furthermore, the villages of Zrębice and Krasawy were developed.

The project included, among others, development and lighting of the pond construction of a grill building, a playground and a playing field with a pharmaceutical point, construction of parkings near the church in Zrębice, and construction of a well and development of its vicinity in Krasawa.

The investment cost almost amounted to 700 thousand PLN, and the commune obtained half of this sum from the Rural Development Program, the measure Renovation and Development of Villages.

The construction works of a sports hall with tiers in Katowice, at ul. Zielona, were completed in 2010. That modern object, including among others three volleyball, handball, basketball fields and a gym cost more than 7 mln PLN, out of which the Commune obtained as much as 4.4 mln PLN from the Regional Operational Program of the Silesian Voivodeship and the Regional Program of Supporting the Sport Base. Katowice obtained a publically available and full size hall with a professional sports floor, lighting, sound system, three rooms for table tennis, gymnastics and aerobics room, and a conference room. The object has its own independent parking, with a water discharge system and lighting. There are also locker rooms with showers, lockers and toilets, so four teams can use them independently, and storage rooms with devices and equipment (hurdles, balls, mattresses, etc.) necessary to carry out the PE education classes. Furthermore, there was also a special mobile device for cleaning the sport surface purchased. The object is monitored in whole. 16 cameras take care over security of persons working within the hall, which also cover parking spaces and direct neighborhood with their range. The hall has been constructed in a traditional technology. It has a grand clinker elevation. The ceiling is made from high-quality glued timber. There are 200 seats in the tiers - with seat-backs. Thanks to the hanged curtains, the hall can be divided into three parts. Then, separate activities can be carried out in each one of them. Basketball boards are equipped with motors, and they can be moved away, so they are not a trouble during other games.

There is a complex of sports fields created in Katowice, constructed within the program called "Moje boisko - ORLIK 2012" ("My Sports Field - ORLIK 2012"). The object is located at the backroom of the sports hall, between the Zielona and Leśna streets, near the Gymnasium.

ORLIK in Katowice is two multi-functional playing fields with artificial surface: football, with dimensions of 30 m x 62 m, and a multifunctional sports field with dimensions of 30 x 50 m, intended for basketball, handball and volleyball. The total investment cost is 989,420 PLN. The playing field, according to the "Orlik 2012" program, were co-financed by the Ministry of Sport and Tourism and the Marshall Office of the Silesia Voivodeship, with 333 thousand PLN each. The remaining part of the resources was provided from the commune budget.

There were numerous new asphalt roads constructed in 2010. Celiny, Bukowno and Okupniki are connected by new asphalt roads. New surface was laid on ul. Joachimowska in Turów.

There was a 2840 m road built, connecting Bukowno, and an access road between Bukowno and Okupniki, 980 m long. Length of the reconstructed section of ul. Joachimowska is 1550 m.

The money was devoted, among others, to employ teachers, additional English classes, dance classes, classes with a speech therapist. Furthermore, the points were equipped with new furniture, teaching aids and audio-visual equipment. It must be stressed that nursery points financed from the EU funds, complemented the network of kindergarten units perfectly, operating in schools, and allowed to cover a greater number of young kids from the commune with kindergarten education.

Larger investments in the Katowice Commune in 2011 include:

- development of a sewage system in Przymiłowice
- development of a sewage system in Kusięta
- construction of a modern gym in Kusięta
- opening of a professional Tourist Information Center in the building of Communal Cultural Center in Katowice
- completion of construction works of a poviát road connecting Katowice to Biskupice and Janów.

Revitalization works of the market square were completed in October 2012, together with Zamkowa street in Katowice. Thanks to complex reconstruction of the market square, Katowice obtained a modern and multi-functional space of a high standard. The reconstruction concept was selected as a result of an architectonic contest organized by the Częstochowa division of the Association of Polish Architects together with the Katowice Commune, after presentation of boundary conditions resulting from the needs of the residents and expectations of the monuments conservator.

The Częstochowa poviát (project leader), together with 15 communes, realized the “E-Powita częstochowski” (“Częstochowa e-poviát”) project, co-financed from the European Union funds within the scope of the Regional Operational Program for the Silesian Voivodeship - Developmental Program for the Northern Subregion, Measure 2.2. Development of electronic public services.

The project was participated by the following communes: Blachownia, Janów, Kamienica Polska, Kłomnice, Koniecpol, Konopiska, Kruszyna, Lelów, Mstów, Mykanów, Katowice, Poczesna, Przyrów, Rędziny, Starcza. The project is to serve the residents and tourists. Project realization covered, among others, implementation of the Electronic System for Documents Electronic circulation and provision of proper equipment, development of a communication module called “Wrota Powiatu Częstochowskiego” (“Gate to the Częstochowa Powiat”), a tourist module and a module for local government integration, as well as installation of so-called infomats in each commune. The total cost of the project is 4.191.472,01 PLN, out of which 85% of this amount is a donation within the scope of the Regional Operational Program of the Silesian Voivodeship. The remaining part of financial resources was provided by the Częstochowa Powiat and partners to the project. “The Project co-financed by the European Union from the European Fund for Regional Development, within the scope of the Regional Operational Program of the Silesian Voivodeship for 2007-2013”. In turn, in 2013, the Katowice Commune obtained a refund of costs incurred for construction of gym halls in Kusięta and Zrębice. Total value of the project entitled “Construction of gym halls at the Complex of Schools in Kusięta and Zrębice, the Katowice Commune” is more than 4 mln PLN. The sum of financing obtained from the Regional Operational Program for the Silesian Voivodeship for 2007-2013, sub-measure 8.2. Infrastructure of the educational centers is 3,366,556 PLN. It is a refund of costs incurred for construction of halls between 2009-2010. The scope of the project realized between 2009 and 2010 covered: construction of two gym halls with a roof, a semi-cylindrical shape, connected to the school buildings in Kusięta and Zrębice via corridors, construction of new locker rooms, changing rooms, warehouses for sports equipment, preparation of new water-sewage systems, central heating and electricity. The buildings were adjusted to the needs of the disabled. Functional connecting corridors were erected next to the halls, including locker rooms and other necessary rooms. The gym rooms in Kusięta and Zrębice were released for use in 2011. The objects fulfill the needs of the local community fully, first of all those of children and youth, related to improvement of physical conditions, spending free time actively and preventing pathologies. Implementation of the task also contributed to improvement of the hygienic conditions and safety of students and teachers, as well as persons using the object.

Summary

The Katowice commune invests resources obtained from the EU funds, becoming one of the most interesting communes in the neighborhood of Częstochowa. The investments are varied, from sewage systems, construction of roads, gym halls, playgrounds, to a wide array of various extra activities for children and residents of the commune. In 2013, the Katowice commune was among the best ones that utilize the EU funds to the broadest extent, occupying the 6th position.

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