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*Institutionalization of the management of EU projects –
a typological analysis*

Management of EU programs is the focus of this article. The author thinks that this process is a multilevel one. The European Union is the central factor in the process because it has the means which define the objectives and conditions of realization of these programs. It consists of a number of inter-related actors who have common and conflicting interests. Three types of patterns are realized within these mutual relations: 1) the parabureaucratic organization type; 2) the domestic political-administrative market (quasi-market) type and 3) the organizational mimetism (mimicry) type.

In this case, the parabureaucratic type has the form of a collective, multilevel problem. European programs are the shared problem. The actors' attention is focused on the allocation of means, the technical realisation of programs, and the ritual control of means utilisation. This type develops in conditions of scarcity of organizational, technical and cognitive resources. The actors reduce their risk: the "rank and file" do so by mimicking top-down directives and the "authorities" do so by means of anticipatory guidelines and directive stimulation of the "rank and file". Hence, despite the lack of administrative subordination, lower-level actors are very dependent on top-down models and proposals.

The quasi-market type is a complex system of relations between the basic actors on the one hand and management structure and local politicians on the other hand. These relations are based on specific market principles and exchange processes. In this type, program – local goals relations are more complex and bilateral. Program implementers strive to develop such a program goal structure which will activate local cultural resources and encourage politicians to recognize the importance of this sphere as a mechanism for local unit promotion and self-promotion. The struggle for resources is competitive. This type gives cultural animators, schools and local activists access to resources. It also stimulates reciprocal effects (feedback) of European programs on local identity which acquires new, previously unrecognized dimensions such as cultural pluralism and borderland identity, both of which are now valuable resources in the struggle for funds.

In the organizational mimicry type the main goal of lower structures is maximal utilization of the existing structure of opportunities and occasions by means of appropriate adjustment to accepted goals, discourse language and action objectives.