



prof. dr hab. Elżbieta Feret

ORCID: 0000-0001-9283-0316

e-mail: eferet@ur.edu.pl

Instytut Nauk Prawnych

Uniwersytet Rzeszowski

Principles of access to financial resources of the Three Seas Initiative countries

Zasady dostępu do środków finansowych państw Trójmorza

Abstract

According to the adopted title, the subject of considerations is to indicate the statutory rules regarding the acquisition of financial resources by the countries included in the area of Three Seas Initiative (TSI). Due to the adopted topic, the axiology of the Three Seas Initiative term will be clarified showing the genesis of its origin.

More importantly, the article will provide information on the financing principles of projects implemented by the TSI countries. In this regard, issues related to the acquisition of EU funds will be discussed first, and then the possibility of obtaining funds from other alternative sources. The article will be provided with an observation regarding the possibilities and needs of own, dedicated financing of the TSI countries.

Keywords: Three Seas Initiative (TSI or 3SI), public task, financing, EU programs, public-private partnerships, NGOs, companies.

Streszczenie

Zgodnie z przyjętym tytułem, przedmiotem rozważań jest wskazanie ustawowych reguł dotyczących pozyskiwania środków finansowych przez państwa wchodzące w skład obszaru Trójmorza. Z uwagi na przyjęty temat, przybliżona zostanie aksjologia terminu „Trójmorze” wraz z określeniem genezy powstania.

Co ważniejsze, artykuł dostarczy informacji na temat zasad finansowania przedsięwzięć realizowanych przez kraje Trójmorza. W tym zakresie, w pierwszej kolejności zostaną omówione kwestie związane z pozyskiwaniem środków unijnych, a następnie możliwości pozyskiwania środków finansowych z innych, alternatywnych źródeł. Artykuł zostanie zaopatrzonej w konstatację dotyczącą możliwości i potrzeb własnego, dedykowanego finansowania krajów Trójmorza.

Słowa kluczowe: Trójmorze, zadanie publiczne, finansowanie, programy unijne, partnerstwo publiczno-prawne, organizacje pozarządowe, spółki.

1. Introduction

The basis for the preparation of this short study are very wide issues related to the functioning of states within the so-called Three Seas Initiative. This concept has been functioning for some time, being colloquially treated as a slogan, without a proper understanding of its meaning. The term must be linked with specific countries acting based on an agreement, seeking to implement jointly, commonly defined tasks of a public nature. Obviously, the performance of these tasks is conditioned by the necessity to guarantee the permanent access to financial resources, which should be sufficient to ensure the effective and efficient performance of such tasks.

The prepared study has two goals: firstly, to characterize the axiological foundations for functioning of the so-called Three Seas Initiative with an indication of the need and justification for its creation; secondly to determine the rules for access to the financial resources by the countries participating in the project. In this regard, on the basis of the data, the exact values of financial resources for Poland will be shown, with a particular emphasis on the Podkarpackie Province in the years 2014–2020.

The presentation of the data is to be the basis for answering three questions: Firstly, how are the tasks financed thanks to belonging to the Three Seas Initiative carried out in Podkarpackie? Secondly, to what extent should these financial resources be considered sufficient and to what extent is there a need to reach for other sources, and if so, on what basis? Thirdly, in case of the positive answer, is it not worth considering preparation of financing sources exclusively for the TSI.

2. The concept of Three Seas Initiative in the public space and its proper meaning

As signalled above, the term of the Three Seas Initiative is a common concept though it seems not to be completely understandable. As indicated in the reference literature, it should be connected with an international economic and political initiative of selected countries of the European Union¹. The denominator linking the countries that have joined this initiative is a neighbourhood of three seas: the Baltic Sea, the Black Sea and the Adriatic Sea, hence the term Three Seas Initiative. The year 2015 should be considered as the date decisive

¹ A. Orzelska-Stączek, P. Kowal, *Inicjatywa Trójmorza: geneza, cele i funkcjonowanie*, Instytut Studiów Politycznych PAN 2019, p. 4 et seq.

for the emergence of this group, when on the initiative of the Presidents of Poland and Croatia, the TSI was established, and it currently consists of Austria, Bulgaria, Croatia, The Czech Republic, Estonia, Hungary, Latvia, Lithuania, Poland, Romania, Slovakia, and Slovenia².

The basis for the joint action of these countries, apart from their geographical location, is the concept of integrated action of these countries, however, through the levels of local governments connected the closest to the three seas. It is precisely that in such an activity between local governments the possibility of conducting joint activities is seen. Various types of public tasks, important both from the viewpoint of individual local government units and the entire states, may be implemented in this respect.

At this point, it is worth recalling that the definition of the platforms for joint activities of individual local government units took place during the first summit of the initiative group, which was held in Dubrovnik in 2016. Within the framework of the declaration signed at that time, tasks in the field of energetics³, transport (including Via Carpathia), digital communication and economy were recognized as the priority objectives of cooperation. These areas of activities were considered valuable from the viewpoint of Central and Eastern Europe, as these countries would become “safer and more competitive, in this way contributing to strengthening the European Union as a whole”⁴.

Quite broadly, the areas of cooperation between the TSI countries, outlined in such a way, allow in practice for flexible forms of activities, taken, depending on the needs that arise at a given moment. Hence the possibility of initiating actions by local governments, which are actually translated into the implementation of their public tasks. In this respect, the burden of action in Poland rests mainly with the self-governing provinces (*województwa*) included in the TSI.

² Interestingly, the first meeting of the Initiative took place on 29 September 2015 in New York as a counterbalance to the intermarium initiative pushed by the Polish diplomacy. For more, see M. Kobosko, *Koncepcja Trójmorza ma sens*, <https://www.rp.pl/Publicystyka/312159879-Michal-Kobosko-Koncepcja-Trojmorza-ma-sens.html> [access: 4.07.2021] and L. Sykulski, *Geopolityka a bezpieczeństwo Polski*, Warszawa 2018, p. 158.

³ The concept of the Three Seas Initiative has a particular potential in the area of gas infrastructure, where investments are necessary. It responds to real investment needs and future gas demand. It also reconciles interests of the region, the EU, and individual member states. As a source of gas alternative to Russia, it also increases the security and energy sovereignty of the region. Quoted after B. Bielszczuk, *Trójmorze: współpraca na rzecz unijnego i regionalnego rynku gazu*, “Polski Instytut Spraw Międzynarodowych” 2017, No. 63.

⁴ *Szczyt Trójmorza z udziałem prezydenta USA*, www.prezydent.pl [access: 4.07.2021].

3. Public ways of financing activities of the provinces covered by the Three Seas Initiative

Striving to indicate ways of financing the tasks carried out by provinces of the TSI countries, it should be noted that the basic resource is the use of public funds. In the case of Poland, such a possibility should be derived directly from the applicable provisions of the Act of 27 August 2009 on Public Finances⁵, whose Art. 5 (2) provides that public funds are public revenues, including, *inter alia*, those related to the financing of the tasks of the local governments covered by the TSI in the form of the permanent Cohesion Fund and transitional funds for the implementation of programs under the European Territorial Cooperation goal and those indicated under the Regulation of the European Parliament on the establishment of the European Partnership and Neighbourhood Instrument⁶.

Thanks to the statutory determination of the sources of public funds, the State budget, each year adopted in Poland, provides for financial resources for the implementation of expenditures relating to the activities, above referred to as a priority, also for the areas of Three Seas Initiative. On this basis, also a self-governing province operating within the TSI may plan its own expenses, building its own provincial operational strategies⁷.

As shown in the Report on the Implementation of Interreg Programs in Provinces of Eastern Poland in 2014–2020⁸ (hereinafter referred to as the Report), the most important source of financing the programs were funds from the European Regional Development Fund (ERDF) and cross-border cooperation programs, operating in the framework of the European Neighbourhood Instrument (ENI) in the years 2014–2020.

This conclusion is also applicable to the Podkarpackie Province. Within the province some entities and beneficiaries implementing projects under five cooperation programs were indicated, namely The Poland-Belarus-Ukraine Cross-Border Cooperation Program 2014–2020; The Interreg Poland-Slovakia Program 2014–2020; The Interreg Central Europe Program 2014–2020; The Interreg Program for the

⁵ The consolidated text in Journal of Laws – Dz.U. of 2023, item 1270 as amended.

⁶ I refer to the Regulation of the European Parliament and of the Council (EC) of 24 October 2006 No. 1638/2006 laying down general provisions establishing the European Neighbourhood and Partnership Instrument (OJ L 310, 09.11.2006, p. 1)) and programs of the European Neighbourhood Instrument.

⁷ Pursuant to Article 11 of the Act of 5 June 1998 on the Provincial Local Government, the consolidated text in Journal of Laws – Dz.U. of 2022, item 2094 as amended.

⁸ Lublin, June 2021, https://www.lubelskie.pl/file/2021/06/Programy-Interreg_Raport.pdf [access: 5.07.2021].

Region of the Baltic Sea 2014–2020; and The Interreg Program Europe 2014–2020. As indicated in the Report, the total number of projects implemented under these programs amounted to 191, while the total value of the subsidies was €98.34 million⁹.

According to the presented data, public funds for the implementation of tasks come mainly from the sources dedicated to the cohesion policy, but these are allocations for individual countries. the so-called national allocations¹⁰, therefore they are mainly dedicated within national borders. Clearly noticeable is the lack of funds targeted for the implementation of projects with preferences for local governments in the TSI areas.

4. Alternative proposals for financing projects in the TSI

Seeking to identify alternative ways of financing projects whose common denominator is access to the three seas, the type of tasks to be carried out must first be considered as their kind determines the principal method of financing.

In this regard, the above-mentioned sectors of energetics, transport, digital communication, and economy are parts of the public task catalogue to be implemented both by the state and individual local government units. These are the tasks that public administration bodies are obliged to perform – at the central and local government level¹¹; the performance of public tasks by them is their obligation and not an entitlement¹²; in order to implement public tasks properly, these bodies are provided, by law, with authoritative (legal¹³, financial¹⁴, organizational¹⁵, etc.) instruments enabling their implementation, but what is important from the viewpoint of further considerations, apart from these bodies, also other non-public entities¹⁶

⁹ See page 26 of the Report. While the total number of implemented projects in the Lubelskie Province was 68, the total value of co-financing was €52.91 million (see page 23 of the Report).

¹⁰ See more on this subject: A. Kosztowniak, A. Szelągowska, I. Pszczółka, P. Misztal, *Finanse i rozliczenia międzynarodowe*, C.H.Beck 2009, p. 5 et seq.

¹¹ Their performance is an obligation, not an entitlement. For more see M. Stahl, *Cele publiczne i zadania publiczne* [in:] *Koncepcja systemu prawa administracyjnego*, ed. J. Zimmermann, Warszawa 2007, p. 100.

¹² *Ibidem*.

¹³ In the form of issuing administrative acts.

¹⁴ By equipping them with the financial resources needed to carry out their tasks.

¹⁵ A possibility to create organizational units responsible for carrying out a specific task.

¹⁶ Delegating public tasks to be carried out by non-public entities causes that they change their character and become public services. A. Błaś, *Formy działania administracji w warunkach prywatyzacji zadań publicznych* [in:] *Administracja i prawo administracyjne u progu trzeciego tysiąclecia*, Łódź 2000, p. 29 et seq. The transformation of a public task into a public service affects the situation of the entity using such a service, as it may be transformed into a situation

must¹⁷ or may¹⁸ take over the implementation of public tasks¹⁹, and they are, for example, public benefit organizations or non-governmental organizations²⁰.

4.1. Budget funding supporting the activities of non-governmental organizations

The first of the ways that can be indicated as aimed at ensuring the implementation of public tasks, as it seems also in the field of the Three Seas Initiative, is the possibility of budget subsidies for the implementation of tasks assigned to non-governmental organizations meeting certain conditions.

The Public Finance Act, recognizing the need to strengthen both the state budget and the local government budget, provides in Art. 132 (2) (5) that the state budget may grant specific subsidies for financing or co-financing the costs of investment implementation in the scope of tasks commissioned to be carried out by non-governmental organizations²¹, and in the case of the local government budget, Art. 221 provides that “entities not included in the public finance sector and not operating to generate profit may receive targeted subsidies from the budget of the local government unit for public purposes related to the implementation of the tasks of this unit, and also for co-financing investments related to the implementation of these tasks”.

governed by private law with all its consequences, especially in terms of the forms and scope of legal protection. However, if to recognize that the delegated tasks still perform public functions, and that private entities (organizations, social associations, foundations) may use imperative forms in certain situations and issue administrative decisions, the delegated matters retain their public-law character. Z. Leoński, *Funkcje (zadania i kompetencje) realizowane przez podmioty prawa prywatnego (tezy referatu)* [in:] *Administracja i prawo administracyjne u progu trzeciego tysiąclecia*, Łódź 2000, p. 101.

¹⁷ When a non-public entity has been entrusted with the implementation of a public task.

¹⁸ When a non-public entity has decided to take over voluntarily or cooperate with administrative bodies in the performance of a public task.

¹⁹ On this subject, see more, P.J. Suwaj, *Pojęcie administracji publicznej* [in:] *Nauka administracji*, ed. B. Kudrycka, B. Guya Peters, P.J. Suwaj, Warszawa 2009, p. 31–52.

²⁰ The co-domain (the condition where a non-public entity operates in the field of administration goals, although it does not perform its tasks), supporting the activities of non-public entities by entities belonging to the administration, participation in the implementation of public administration tasks (the condition where a non-public entity has been entrusted with tasks of public administration), and the provision of services by non-public entities (a situation of cooperation consisting in commissioning by public entities to provide services to the recipients of public administration activities), were presented by P. Wilczyński, *Podmioty niepubliczne w sferze administracji publicznej*, “Państwo i Prawo” 2002, issue 2, p. 51.

²¹ Indicated under the Act of 24 April 2003 on Public Benefit and Voluntary Work, the consolidated text in Journal of Laws – Dz.U. of 2023, item 571.

Importantly, commissioning a task and providing funding in the form of subsidies from the budget of the local government, takes place according to the provisions of the above referred Act on the Public Benefit and Voluntary Work, and if it relates to other tasks than those specified in this law – under a contract between the local government unit and the entity. The concluded contract should specify: 1) a detailed description of the task, including the purpose for which the subsidy has been granted and the date of its implementation; 2) the amount of the subsidy granted to the entity performing the task and the mode of payment; 3) the time limit for using the subsidy, no longer than by 31st December of a given financial year; 4) the mode of controlling the performance of the task; 5) the date and settlement method of the granted subsidy; 6) the return date of the unused part of the subsidy²².

Non-government organizations may receive budgetary resources for public tasks specified by law, to which the legislator includes, *inter alia*, also those related to the activities of the Three Seas Initiative, such as: activities supporting economic growth, including the development of entrepreneurship; or activities supporting the development of technology, inventiveness and innovation, as well as the dissemination and implementation of new technical solutions in economic practice²³.

4.2. Public-private partnership

In order to identify alternative ways of financing public tasks in the TSI area one can also refer to the possibility that is created by the Act of 19th December 2008 on Public-Private Partnership (PPP)²⁴. The subject of PPP is the joint implementation of an undertaking²⁵ based on the division of tasks and risks between a public entity and a private partner²⁶.

²² Pursuant to Art. 221 (3) of the Public Finance Act.

²³ Pursuant to Art. 4 (1) (11 and 12) of the cited Act.

²⁴ The consolidated text in Journal of Laws – Dz.U. of 2023, item 1637. See more on this subject, *inter alia*: J. Gwizdała, *Partnerstwo publiczno-prywatne w finansowaniu inwestycji sektora publicznego w UE – dylematy* [in:] *Prawo finansowe samorządu terytorialnego*, ed. J. Gliniecka, E. Juchniewicz, T. Sowiński, M. Wróblewska, Warszawa 2013, p. 20.

²⁵ Even though the legislator, admitting the possibility of joint operation of a public entity with a private partner, resigned from using the concept of public tasks and replaced it with the term of an undertaking, the doctrine, however, still indicates a public task. For example: M. Perkowski, *Jakie zadania jednostek samorządu terytorialnego nadają się do realizacji w formule PPP?* [in:] *Finanse samorządowe. 580 pytań i odpowiedzi*, ed. C. Kosikowski, J.M. Salachna, Warszawa 2012, p. 180–182.

²⁶ Pursuant to Art. 1 (2) of the Act on Public-Private Partnership.

Adoption of the above-mentioned regulation does not raise any doubts as to the meaning of the concept of undertaking. The Act on Public-Private Partnership, explaining its meaning, identifies it with specific activities, the result of which is: a) construction or renovation of a building object, b) provision of services, c) performance of a work, in particular equipping an asset with devices increasing its value or utility, or d) other benefits - connected with the maintenance or management of an asset that is used for the implementation of a public-private undertaking or is related to it²⁷.

Referring these regulations to the discussed TSI, it is worth noting, based on the reference literature, that the so-called PPP formula is suitable for the implementation of tasks related to, for example, infrastructure, energetics, health, education, revitalization. Among them, it notes construction of broadband Internet networks, and public tasks, such as infrastructure investments, in the field of transport, energetics, telecommunication²⁸.

The above-mentioned tasks may be performed by a public entity together with a private partner. In the case of public entities, these are mainly units of the public finance sector, i.e. also local government units of the TSI, while private partners are legal entities other than public finance sector entities established for the specific purpose of meeting the needs of a general nature, not of an industrial or commercial nature, as long as the legal entity does not operate under normal market conditions, its purpose is not to earn a profit, and it does not incur losses resulting from its activities.

In this way, public entities and private partners, as indicated by the legislator, may jointly implement public tasks – undertakings, based on the division of tasks and risks²⁹. The concluded contract is the basis for the division of tasks and risks incumbent on individual entities³⁰. The contract should regulate the following three

²⁷ Pursuant to Art. 2(4) of the Act on Public-Private Partnership.

²⁸ M. Gasz, *Partnerstwo publiczno-prywatne jako instrument realizacji zadań publicznych* [in:] *Sektor publiczny we współczesnej gospodarce*, ed. R. Przygodzka, Białystok 2008, p. 251. The public tasks, which are identified with the own tasks of local government units, are also mentioned by J. Zysnarski, *Partnerstwo publiczno-prywatne*, Ośrodek Doradztwa i Doskonalenia Kadr Sp. z o.o., Gdańsk 2007, p. 15 and A. Miruć, *Partnerstwo publiczno-prywatne jako sposób realizacji zadań publicznych* [in:] *Koncepcja systemu prawa administracyjnego* ed. J. Zimmermann, Warszawa 2007, p. 473–489.

²⁹ The division of responsibility for the success of an undertaking by both parties is treated in the literature as a “full” partnership. D. Kijowski, M. Kulesza, W. Misiąg, S. Prutis, M. Stec, J. Szlachta, J. Zalewski, *Bariery prawne efektywnego i skutecznego funkcjonowania lokalnej i regionalnej administracji publicznej oraz propozycje ich likwidacji lub ograniczenia*, “Samorząd Terytorialny” 2005, No. 1–2, p. 138.

³⁰ Pursuant to Art. 7 of the Act on Public-Private Partnership.

types of obligations: 1) obligations of the private partner to implement the undertaking and to incur in whole or in part (depending on the contract content) the expenses for its implementation, or to have them incurred by a third party; 2) obligations of the public entity to regulate the remuneration for the private partner; 3) obligations of the parties to cooperate in order to implement the undertaking by dividing the tasks³¹, and in the case of a public entity – also expressed by an obligation to make its own contribution³².

4.3. Privatization of public tasks of the Three Seas Initiative?

The subheading of the study indicates the supposed possibility of privatizing public tasks within the Three Seas Initiative. Although it seems quite controversial, this method of financing TSI projects is also worth considering, given the fact that the legislator provides for such a possibility³³.

The legislator allows for such activities based on the provisions of the Act on Municipal Management³⁴ and local government laws³⁵. The Municipal Economy Act provides for the possibility of performing tasks at the local government level otherwise than in the form of budgetary units. Municipal economy, including, in particular those tasks that are of public utility, whose objective is current and uninterrupted satisfaction of the collective needs of the population by means of providing

³¹ As part of the division of tasks, it should be assumed based on the reference literature that the private partner ensures the implementation of individual elements of the project, and the public entity focuses on identifying the goals that should be developed as part of the project implementation, and as a result in the public interest, at the quality level and within the price mechanism governing the project, and is responsible for monitoring and controlling the implementation of the project. A. Miruć, *Partnerstwo publiczno-prywatne...*, *op.cit.*, p. 476.

³² Pursuant to Art. 2 (5) of the Act on Public-Private Partnership, own contribution is a consideration provided by a public entity or a private partner consisting in particular in: incurring a part of expenses for the implementation of the project, including financing of subsidies to services provided by the private partner under the project, contributing an asset. As shown in the reference literature, this own contribution is transferred to the private partner for the purposes specified in the public-private partnership agreement. See, M. Rudnicki, *Partnerstwo publiczno-prywatne*, „Samorząd Terytorialny” 2006, No. 7–8, p. 72.

³³ W.J. Katner, *Komercjalizacja i prywatyzacja. Komentarz*, Warszawa 2003, p. 26 and K. Strzyczkowski, *Prawo gospodarcze publiczne*, Warszawa 2005, p. 155–158.

³⁴ The Act of 20 December 1996, the consolidated text in Journal of Laws – Dz.U. of 2021, item 679.

³⁵ I refer to: the Act of 8 March 1990 on Communal Local Government, the consolidated text in Journal of Laws – Dz.U. of 2023, item 40 as amended; the Act of 5 June 1998 on District Local Government, the consolidated text in Journal of Laws – Dz.U. of 2022, item 1526 as amended; the above-mentioned Act of 5 June 1998 on Provincial Local Government, the consolidated text in Journal of Laws – Dz.U. of 2022, item 2094 as amended.

services widely available, may go outside the realm of public utilities in communes (*gminy*) and provincial local governments, excluding districts (*powiaty*)³⁶.

This condition, in the case of communes arises when there are unmet needs of a self-governing community in the local market; unemployment occurring in the commune significantly affects negatively the life level of the self-governing community, and the use of other actions and the binding provisions of laws have not led to economic activation, and in particular to a significant revival of the local market or a permanent reduction of unemployment. While in the case of the provincial local government limited liability companies and joint stock companies may be created when the activity of such companies is to carry out promotional, educational, publishing activities, as well as activities in the field of telecommunication serving for development of the province³⁷.

As mentioned above, the confirmation of the adopted regulation is also contained in the regulations resulting from the local government acts, which provide for the possibility of establishing companies by the governing bodies (Art. 18 (2) (9f) – in case of communes, and Art. 18 (19e) – in case of provinces, respectively).

5. Conclusions

As it is evident from the considerations, as *de lege lata* conclusions, it should be assumed that creation of the Three Seas Initiative should be classified as a very important decision of states intending to undertake jointly some challenges in the key areas of life such as energetics, digital communication and economy. These areas of activity determine the proper functioning of each state, and they also belong to those aspects of the functioning of each of them that are subject to constant changes.

Therefore, it is important that states, through their self-governing units, should undertake jointly some projects that will allow for the uniform and sustainable development of each of them. Such a balanced operation of each state is possible only through the establishment of cooperation at regional levels, whose authorities can specify best their needs.

The study proves that ensuring the sustainable development of the TSI countries (regions) is possible only through a constant access to sufficient funds. These have, of course, been ensured through participation in various EU programs. However, it seems that the TSI area deserves an indication of resources allocated exclusively to

³⁶ Pursuant to Art. 6 (2) of the Act on District Local Government.

³⁷ Pursuant to Art. 10 (1 and 4) of the Municipal Economy Act in connection with Art. 13 (2) of the Act on Provincial Local Government.

them, which can be taken as a *de lege ferenda* postulate. Although the Polish legislator has taken care, as it has been shown, to ensure access to financial resources through alternative methods, however, reaching for these resources distorts the meaning of the public tasks implementation that are handled by the Three Seas Initiative.

Bibliography

- Bieliszczuk B., *Trójmorze: współpraca na rzecz unijnego i regionalnego rynku gazu*, „Polski Instytut Spraw Międzynarodowych” 2017, nr 63.
- Błaś A., *Formy działania administracji w warunkach prywatyzacji zadań publicznych* [in:] *Administracja i prawo administracyjne u progu trzeciego tysiąclecia*, Łódź 2000.
- Gasz M., *Partnerstwo publiczno-prywatne jako instrument realizacji zadań publicznych* [in:] *Sektor publiczny we współczesnej gospodarce*, ed. R. Przygodzka, Białystok 2008.
- Gwizdała J., *Partnerstwo publiczno-prywatne w finansowaniu inwestycji sektora publicznego w UE – dylematy* [in:] *Prawo finansowe samorządu terytorialnego*, ed. J. Gliniecka, E. Juchniewicz, T. Sowiński, M. Wróblewska, Warszawa 2013.
- Katner W.J., *Komercjalizacja i prywatyzacja. Komentarz*, Warszawa 2003.
- Kijowski D., Kulesza M., Misiąg W., Prutis S., Stec M., Szlachta J., Zalewski J., *Bariery prawne efektywnego i skutecznego funkcjonowania lokalnej i regionalnej administracji publicznej oraz propozycje ich likwidacji lub ograniczenia*, „Samorząd Terytorialny” 2005, nr 1–2.
- Strzyczkowski K., *Prawo gospodarcze publiczne*, Warszawa 2005.
- Kobosko M., *Koncepcja Trójmorza ma sens*, <https://www.rp.pl/Publicystyka/312159879-Michal-Kobosko-Koncepcja-Trojmorza-ma-sens.html>.
- Kosztowniak A., Szelągowska A., Pszczółka I., Misztal P., *Finanse i rozliczenia międzynarodowe*, C.H.Beck 2009.
- Leoński Z., *Funkcje (zadania i kompetencje) realizowane przez podmioty prawa prywatnego (tezy referatu)* [in:] *Administracja i prawo administracyjne u progu trzeciego tysiąclecia*, Łódź 2000.
- Miruć A., *Partnerstwo publiczno-prywatne jako sposób realizacji zadań publicznych* [in:] *Koncepcja systemu prawa administracyjnego*, ed. J. Zimmermann, Warszawa 2007.
- Orzelska-Stączek A., Kowal P., *Inicjatywa Trójmorza: geneza, cele i funkcjonowanie*, Instytut Studiów Politycznych PAN 2019.
- Perkowski M., *Jakie zadania jednostek samorządu terytorialnego nadają się do realizacji w formule PPP?* [in:] *Finanse samorządowe. 580 pytań i odpowiedzi*, ed. C. Kosikowski, J.M. Sałachna, Warszawa 2012.
- Stahl M., *Cele publiczne i zadania publiczne* [in:] *Koncepcja systemu prawa administracyjnego*, ed. J. Zimmermann, Warszawa 2007.
- Suwaj P.J., *Pojęcie administracji publicznej* [in:] *Nauka administracji*, ed. B. Kudrycka, B. Guya Peters, P.J. Suwaj, Warszawa 2009.
- Sykułski L., *Geopolityka a bezpieczeństwo Polski*, Warszawa 2018.
- Raport z realizacji programów Interreg w województwach Polski Wschodniej w latach 2014–2020, Lublin, June 2021, <https://www.lubelskie.pl/file/2021/06/Programy-Interreg-Raport.pdf>.
- Rudnicki M., *Partnerstwo publiczno-prywatne*, „Samorząd Terytorialny” 2006, nr 7–8.
- Szczyt Trójmorza z udziałem prezydenta USA*, www.prezydent.pl.
- Wilczyński P., *Podmioty niepubliczne w sferze administracji publicznej*, „Państwo i Prawo” 2002, issue 2.
- Zysnarski J., *Partnerstwo publiczno-prywatne*, Ośrodek Doradztwa i Doskonalenia Kadr Sp. z o.o., Gdańsk 2007.