

# **‘Urban Post-COVID Recovery in the V4 Countries’**

Research project implemented  
at the Institute of Political Science of the University of Wrocław  
in the period of 2022-2025

## **Midterm report**



The project is co-financed by the Governments of Czechia, Hungary, Poland and Slovakia through Visegrad Grants from International Visegrad Fund. The mission of the fund is to advance ideas for sustainable regional cooperation in Central Europe.

**Project official website:**

<https://politologia.uwr.edu.pl/en/granty-i-projekty-badawcze/urban-post-covid-recovery-in-the-v4-countries/>

**Project official Facebook account:**

<https://www.facebook.com/upcrV4>

## Table of contents

General information concerning the project .....	4
Project consortium .....	4
List of project partners .....	5
Project goals .....	9
Project recipients .....	10
Project implementation .....	12
Background.....	12
Research methods and techniques .....	12
Forms .....	13
Analysis.....	27
National context.....	27
COVID-19 pandemic in cities and towns .....	46
Recommendations (initial) for practitioners .....	53
Recommendation No. 1.....	54
Recommendation No. 2.....	66
Recommendation No. 3.....	68
Recommendation No. 4.....	70
Bibliography: .....	73
Contact .....	96

## **General information concerning the project**

### **Project consortium**

The project is implemented on the basis of the cooperation between representatives of eight entities: six universities and two public institutions. These are the entities from Poland, Czechia, Slovakia, Hungary and France. It should be emphasized that the representatives of these entities have extensive, documented experience, both scientific and practical, in the scope of the project issues. In this sense, the cooperation implemented during the project comes down to the exchange of opinions and experiences of experts focused on the issues of local governance, urban policies and intersectoral cooperation in the Central European region namely four Visegrad Group countries: Poland, Czechia, Slovakia and Hungary.

Importantly, the entities participating in the project have experience in mutual cooperation, also in the field of implementation of other projects financed by the International Visegrad Fund. This type of experience is one of the elements that ensures that the project is implemented smoothly and, what is important, in accordance with prior assumptions.

It is worth emphasizing that not only the typically scientific, but also the application nature of the project is the result of the cooperation between entities belonging to these two groups. The combination of potential, both scientific and practical, allows for the implementation of the project's goals. What is more, it makes the project results addressed not only to the scientific community but also, and perhaps above all, to practitioners (more on this later in the report)

## List of project partners

- **University of Wrocław (Poland) - the leader of the consortium**



Website: <https://uwr.edu.pl/en/>

The University of Wrocław (UWr) has a rich and documented organizational experience in the topic of public governance and urban policy in Central Europe (conducting conferences and symposiums, workshops as well as publishing books, chapters and articles). What is more, UWr - especially Institute of Political Science, Department of Political and Administrative Systems - has a significant experience in implementing similar projects, i.a.:

- 'New Public Governance in the Visegrad Group' (ID: 11510022),
- 'Understanding Identity and Regions - Perspective on V4 and WB' (ID: 21820078),
- 'Urban Policy System in the Strategic Perspective - from V4 to Ukraine' (ID: 21920304),
- 'Urban policy in the COVID-19 pandemic. The case of the Polish and Swedish central metropolises (Warsaw and Stockholm)' (ID: 2020/04/X/HS5/00147).

- **Metropolitan University (Czechia)**



Website: <https://www.mup.cz/en/>

- **University of West Bohemia (Czechia)**



Website: <https://www.zcu.cz/en/index.html>

- **Comenius University (Slovakia)**



Website: <https://uniba.sk/en>

- **University of Szeged (Hungary)**



Website: <https://u-szeged.hu/english>

- **The Network of European Metropolitan Regions and Areas (France)**



Website: <https://www.eurometrex.org/>

- **The Angelus Silesius Academy of Applied Sciences (Poland)**



**AKADEMIA NAUK STOSOWANYCH  
ANGELUSA SILESIUSA**

Website: <https://www.ans.edu.pl/>

- **City of Wrocław (Poland)**



Website: <https://www.wroclaw.pl/urząd/>



## **Project goals**

The COVID-19 pandemic had a negative impact on the functioning of municipalities. It led to a reduction in budget revenues, made it difficult to provide public services in many areas of urban policy (in many sectoral policies) and, what is connected, forced the response of municipal self-governments. According to data published by the United Nations, Organisation for Economic Co-operation and Development and European Commission, the COVID-19 pandemic had a negative impact on the functioning of municipalities and their inhabitants.

Therefore, the project focuses on the urban post-COVID recovery in the V4 countries. The cooperation of researchers and practitioners (representatives of public institutions and NGOs) from Poland, Czechia, Slovakia and Hungary enables the diagnosis of the mechanisms of the response to the post-COVID pandemic crisis at the municipal self-governments level (cities and towns). There is no such an analysis which concentrates on the V4 countries and contains the recommendations aimed at practitioners - representatives of public institutions (municipal self-governments), NGOs and, what is important, municipalities' inhabitants. The project fills this burning gap. What is more, it allows one to determine if there is a common 'pattern' of urban post-COVID recovery in the V4 countries and, whether the V4 countries can follow the experiences of the 'old' EU countries.

According to the project assumptions, the cooperation of the researchers and practitioners (representatives of public institutions and NGOs) from V4 countries allows one to create a catalogue of good practices of fighting with the destructive consequences of the COVID-19 pandemic at the municipal level. Therefore, the cooperation of the researchers and practitioners allows one to define how to create such a unique response. Building the lacking catalogue of the good practices of creating urban post-COVID recovery contributes to the improvement of the quality of the functioning of the public institutions (mainly municipal self-governments), NGOs and citizens in V4 countries. Due to the created catalogue, the public institutions, NGOs and citizens in V4 countries have at their disposal the source of

knowledge specifying how to organize and conduct the whole process of the creation of urban post-COVID recovery in such urban policy areas as:

- UP1: health,
- UP2: transport,
- UP3: education,
- UP4: culture,
- UP5: sports,
- UP6: recreation,
- UP7: labour market,
- UP8: housing,
- UP9: social assistance,
- UP10: administration and offices.

The final outcome of the project will be a useful source of knowledge on this subject improving the functioning of municipal communes.

### **Project recipients**

The significance of the project is derived from a wide range of its recipients. They are not only theoreticians (researchers/professors as university representatives), but most of all practitioners (i.e. representatives of public institutions, mainly municipal self-governments, representatives of NGOs operating in cities and towns, representatives of private sector, students and doctoral students and all the citizens of the V4 countries with an interest in the problems of municipal self-government functioning). The project therefore stands out from other projects. It combines two components: scientific (research) and practical (application) which guarantees high-quality outputs and reaching a wide audience including entities from all V4 countries.

The diagnosis of the creation of urban post-COVID recovery in V4 region is important due to the two reasons.

Firstly, the V4 region should be the natural area of implementing urban post-COVID recovery due to the destructive consequences of the pandemic for the functioning of municipal communities in all these countries.

Secondly, V4 countries can share their experiences especially while taking into the account the creation of the catalogue of good practices in the field of the response to the urban post-COVID crisis, with active participation of civil society (NGOs, inhabitants). Due to the realization of the project, not only theoreticians but also practitioners from the region, namely from all V4 countries, gain the universal source of knowledge about the urban post-COVID recovery in the long-term perspective. This is so important that so far no comprehensive study has been developed emphasizing the regional perspective (V4 perspective) of counteracting the destructive consequences of the COVID-19 pandemic at the municipal (cities and towns) level.

# **Project implementation**

## **Background**

Assuming that the nation state in its traditional, hierarchical formula is losing its previous position, one may be tempted to say that local government units, including cities and towns, are the new, increasingly important actors in politics – namely the policies (in the developmental sense). It is precisely cities, due to their undeniable development and demographic potential, that are exerting an increasing influence on what political scientists call governance. In other words, cities - or rather municipal self-government administrations - are gaining new instruments for exerting influence on development processes, as if ‘in isolation’ from decisions and resolutions originally reserved for the central level.

The COVID-19 pandemic, treated as an unprecedented crisis caused by the spread of the SARS-CoV-2 coronavirus, was and still is a kind of serious ‘test’ for the axiomatic nature of the above statement. In other words, the COVID-19 pandemic is a ‘test’ of the extent to which municipal self-governments are able to respond independently to the challenges of the pandemic crisis and post-pandemic reconstruction, and to what extent their potential is limited and actually oriented towards the actions of central actors. The point here is therefore to ‘measure’ the tension between the central level and the local (urban) level and to define the scope of the so-called local autonomy. In this case, the aim is to answer the question about the scope of local autonomy enjoyed by municipal self-governments in Poland, the Czechia, Slovakia and Hungary.

## **Research methods and techniques**

The research conducted within the project is based on classical theoretical and methodological approaches for political science. Due to the comparison of four cases – namely cities and towns in Poland, Czechia, Slovakia and Hungary - comparative analysis plays a key role which allows for capturing key similarities

and differences in the response of municipal self-governments to the COVID-19 pandemic and the associated threat. This perspective (international comparative studies) also assumes the use of existing data analysis (primarily statistical data), decision analysis (in relation to the process of formulating key legal acts determining the shape and nature of the response to the COVID-19 pandemic) as well as the document analysis (primarily, but not exclusively, made available by the offices of the cities studied).

## **Forms**

The project implementation is based on intensive cooperation between partners.

In other words, the project is implemented using the following forms:

- exchange of information and data between scientists and practitioners representing members of the project consortium. This exchange is carried out systematically and continuously, based on established contacts and communication channels;
- organization of events constituting key stages in achieving the project objective (the first event took place in 2023 in Wrocław, the second in 2024 in online formula, the third in 2024 in Wałbrzych, and the fourth is planned for 2025 to be organised in Szeged). According to the project's assumptions, each event is a forum for the exchange of experiences, observations and opinions on the methods of rebuilding municipal governments. What is more, each event is attended not only by scientists, but also by practitioners - representatives of the public, private and social sectors as well as students and doctoral students. It may be tempting to say that this is, in a sense, a unique formula that guarantees a broad view of the issues raised by all interested parties. In order to ensure the widest possible access to events, each event is live streamed;
- preparation of a peer-reviewed scientific monograph presenting the overall results of the project. In line with the project's assumptions, the monograph presents key findings made during the comparative research. These are the

findings that are not only important from a scientific point of view, but also important for practitioners – mainly (but not only) representatives of the local government (municipal) sector who are looking for answers to the question of how to respond to the crisis caused by the COVID-19 pandemic.

## **The first project event (Wrocław, April 25<sup>th</sup>-26<sup>th</sup> 2023)**

On April 26<sup>th</sup>-27<sup>th</sup>, 2023, the Institute of Political Science at the University of Wrocław hosted the participants of the first event organised within the project 'Urban Post-COVID Recovery in the V4 Countries'. The event was divided into several parts.

In the first part of the event, the representatives of leading Polish, Czech, Slovak and Hungarian universities presented the results of the scientific research devoted to the project issues.

The part two was an opportunity for an interdisciplinary discussion devoted to the problems of post-COVID urban recovery in Central and Eastern Europe. The debate was not aimed only at researchers – the representatives of Poland, the Czech Republic, Hungary and Slovakia, but also the practitioners from Poland and France interested in the subject of the project.

In the next part special workshops for students and doctoral students were organized. The participants of these workshops had the opportunity to learn the conditions, forms and mechanisms for building the mechanisms of public involvement at the urban level during the post-pandemic period. A special attention was devoted to the strategic and operational dimension of this process.

It is worth emphasizing that the first event met with the keen interest of not only researchers, but also practitioners, doctoral students and students.

Recordings from the event are available on the official Facebook account of the project: <https://www.facebook.com/upcrV4>

## The first project event. Day 1:



Source: <https://www.facebook.com/upcrV4>



Author: Olga Grajek





Author: Olga Grajek



Author: Olga Grajek

## The first project event. Day 2:



Source: <https://www.facebook.com/upcrV4>



Author: Olga Grajek



Author: Olga Grajek



Author: Olga Grajek



## **The second project event (online, May, 6<sup>th</sup> – 7<sup>th</sup> 2024)**

On May 6th-7th, 2024, the Institute of Political Science at the University of Wrocław hosted the participants of the second event organised within the international research project 'Urban Post-COVID Recovery in the V4 Countries' financed by the International Visegrad Fund. The event consisted of three parts.

In the first, academic part of the event, the representatives of leading Polish, Czech, Slovak and Hungarian universities presented the results of the scientific research devoted to the project aims and assumptions. Moreover, introductory papers were presented by special guests – the key speakers: Professor Patrizia Magaro (Universita di Genova, Italy) and Professor Javier Lorenzo Rodriguez (Universidad Carlos III de Madrid, Spain).

The part two took the form of a round table debate devoted to the problems of post-COVID urban recovery. The debate was attended by not only scientists, but also the practitioners representing the private and social sectors, including project partners. As intended, various approaches to the recovery of municipal self-governments were confronted and discussed.

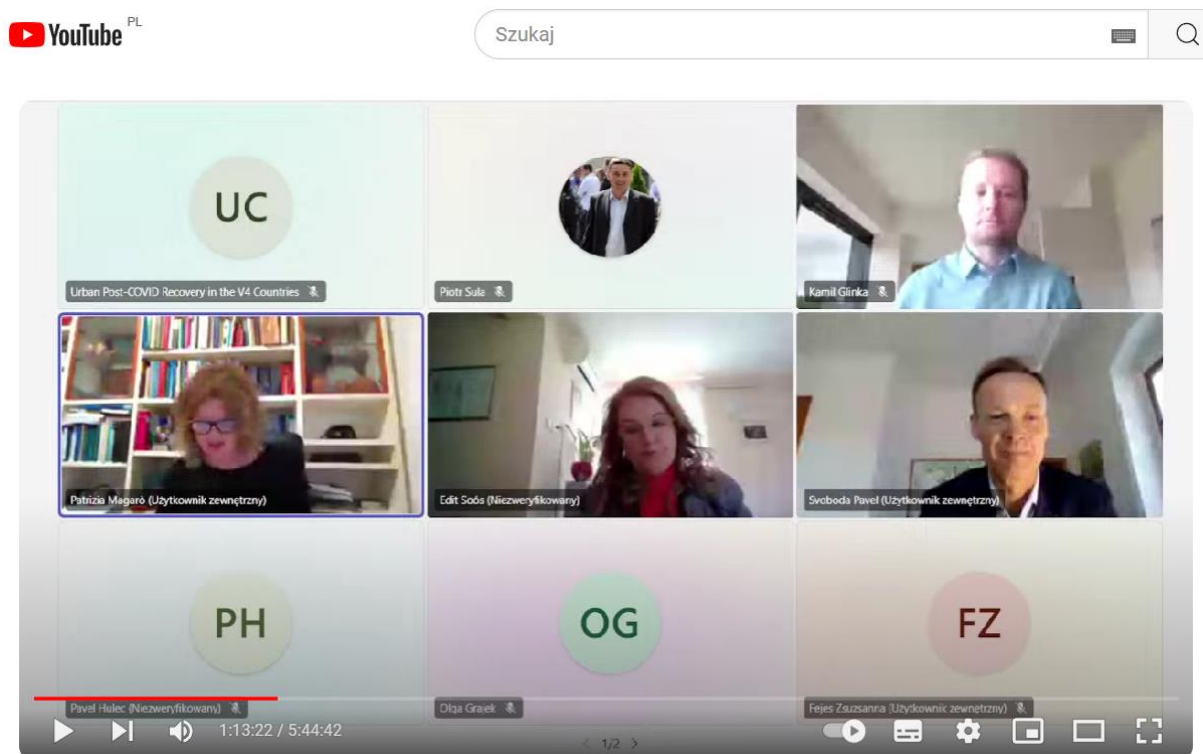
In the third part of the event the workshop aimed at students and PhD students were organized. The participants gained knowledge about the mechanisms of post-pandemic recovery and presented their own proposals on this topic. The presented ideas met with in-depth interest and raised questions and discussions.

It is worth emphasizing that the organized event was an online event and met with the keen interest of not only researchers, but also practitioners, doctoral students and students.

Recordings from the event are available on the official website of the project:

<https://politologia.uwr.edu.pl/en/granty-i-projekty-badawcze/urban-post-covid-recovery-in-the-v4-countries/second-project-event-online-may-6th-7th-2024/>

## Second project event. Day 1.

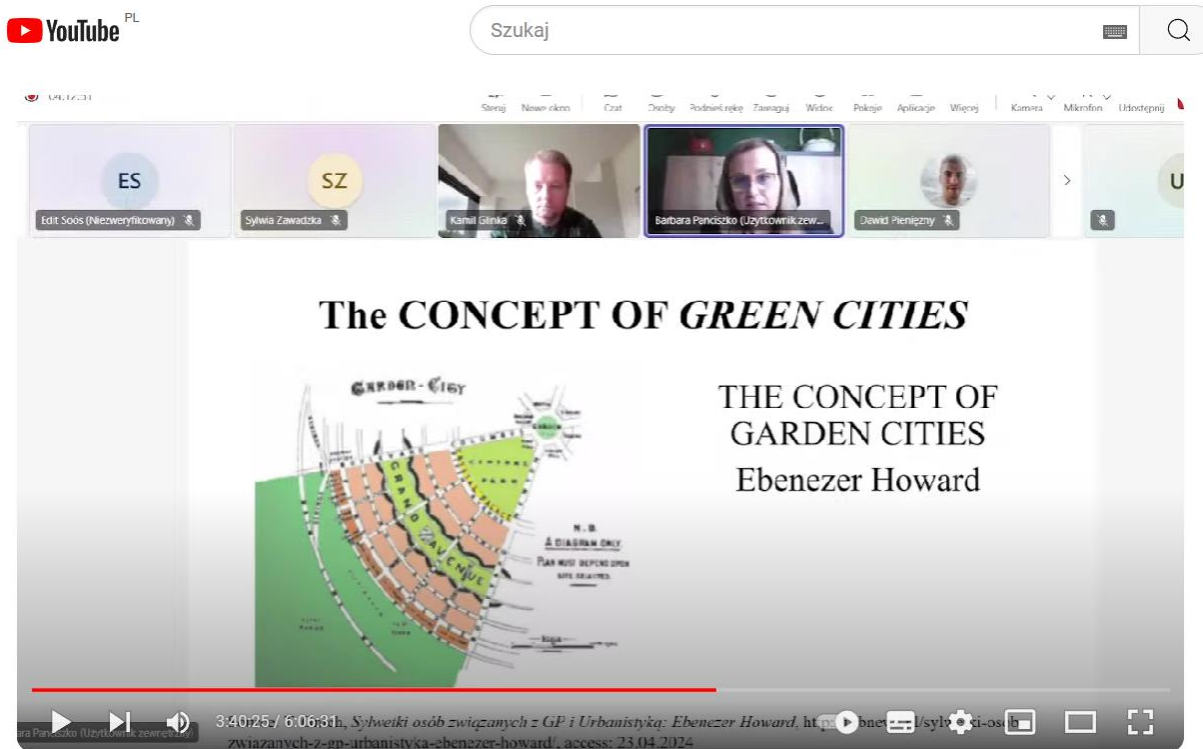


Source: <https://www.youtube.com/live/nFInFUWSx-I?si=qhijkpOpy-hluq9U>

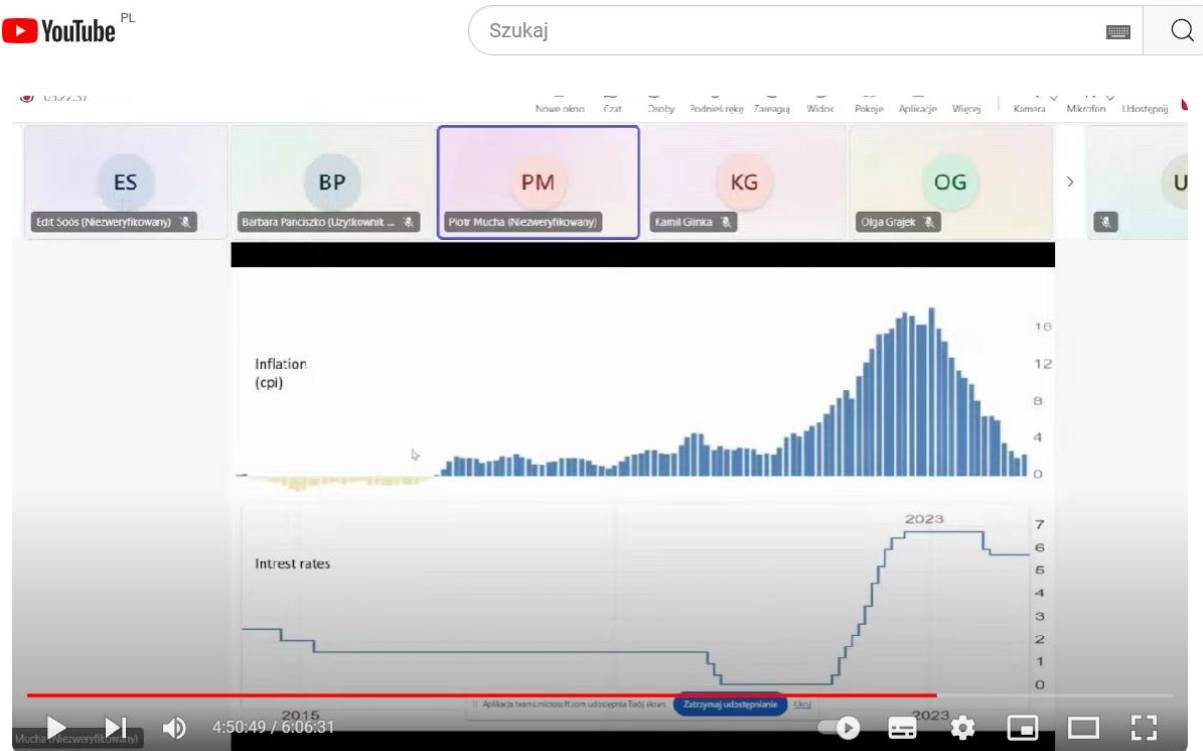


Source: <https://www.youtube.com/live/nFInFUWSx-I?si=qhijkpOpy-hluq9U>

## Second project event. Day 1 and Day 2.



Source: <https://www.youtube.com/live/nFIInFUWSx-I?si=qhijkpOpy-hluq9U>



Source: <https://www.youtube.com/live/nFIInFUWSx-I?si=qhijkpOpy-hluq9U>

### **The third project event (Wałbrzych, October, 10<sup>th</sup> – 11<sup>th</sup> 2024)**

On October 10-11, the third event organized as part of the project took place. The event took place at the headquarters of one of the project partners, namely Angelus Silesius Academy of Applied Sciences in Wałbrzych.

In accordance with the assumptions, the event was divided into three parts. The first included a round table discussion, in which scientists and practitioners participated: representatives of the local government, non-governmental and business sectors.

The second - scientific - part was a form of exchange of opinions on the results of research conducted as part of the projects. The chapters prepared by the consortium participants, which will be published as part of the monograph, were analyzed.

The third part was met with keen interest from students, who had the opportunity to learn about the conditions, forms, mechanisms and results of conducting urban policy in the conditions of the post-pandemic crisis.

Recordings from the event are available on the official Facebook account of the project: <https://www.facebook.com/upcrV4>

## Third project event. Day 1.

**UPCR in the V4 Countries** prowadzi(a) transmisję na żywo — w Akademii Nauk Stosowanych Angelusa Silesiusa.  
Opublikowane przez: Marlena Piotrowska  
· 2 dni · Wałbrzych, województwo dolnośląskie ·

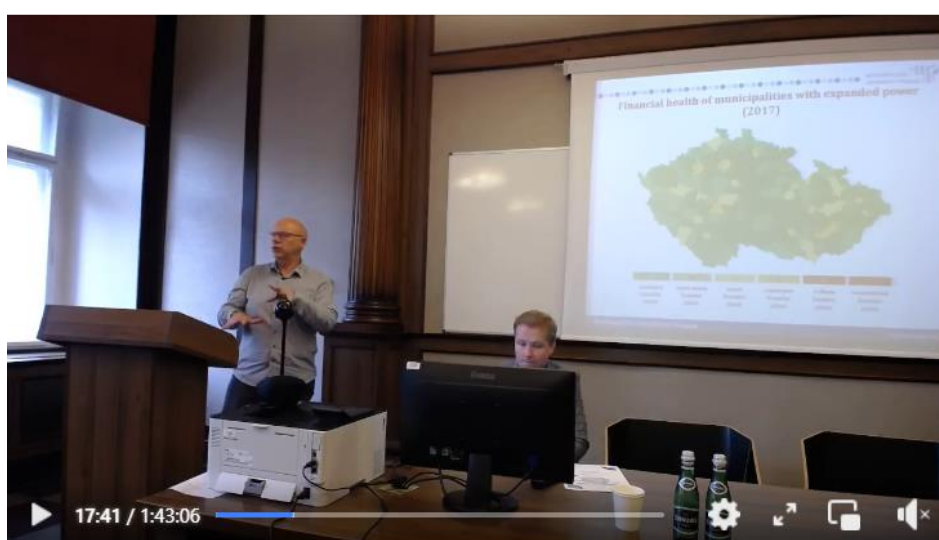
'Urban Post-COVID Recovery - Between Theoretical Assumptions and Practical Solutions'. Day 1 - Opening & Round Table Debate



Source: <https://www.facebook.com/upcrV4>

**UPCR in the V4 Countries** prowadzi(a) transmisję na żywo.  
Opublikowane przez: Marlena Piotrowska  
· 2 dni ·

'Urban Post-COVID Recovery - Between Theoretical Assumptions and Practical Solutions'. Day 1. Academic Part



Source: <https://www.facebook.com/upcrV4>



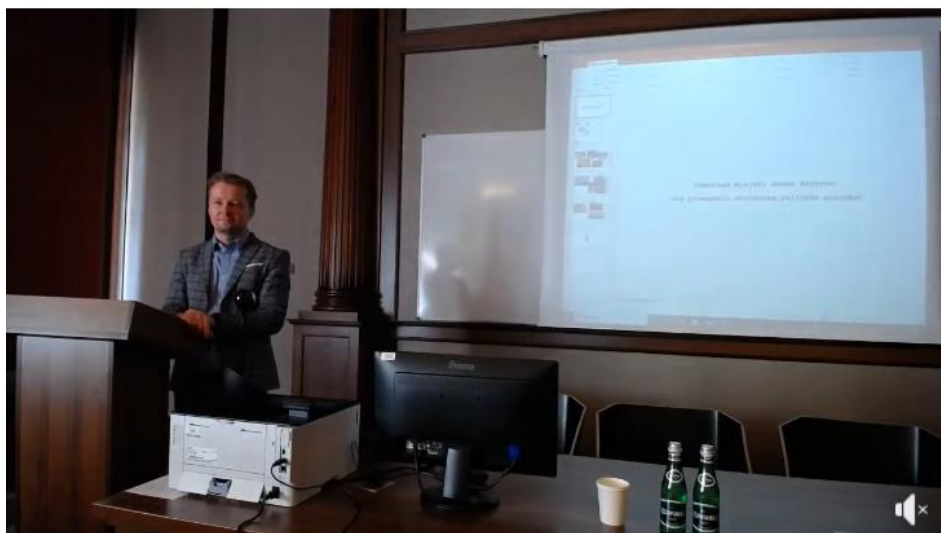
## Third project event. Day 2.

**UPCR in the V4 Countries** prowadził(a) transmisję na żywo — w Akademii Nauk Stosowanych Angelusa Silesiusa. ...

Opublikowane przez: Marlena Piotrowska

Wczoraj o 10:03 · Wałbrzych, województwo dolnośląskie ·

'Urban Post-COVID Recovery - Between Theoretical Assumptions and Practical Solutions'. Day 2. Student Workshop



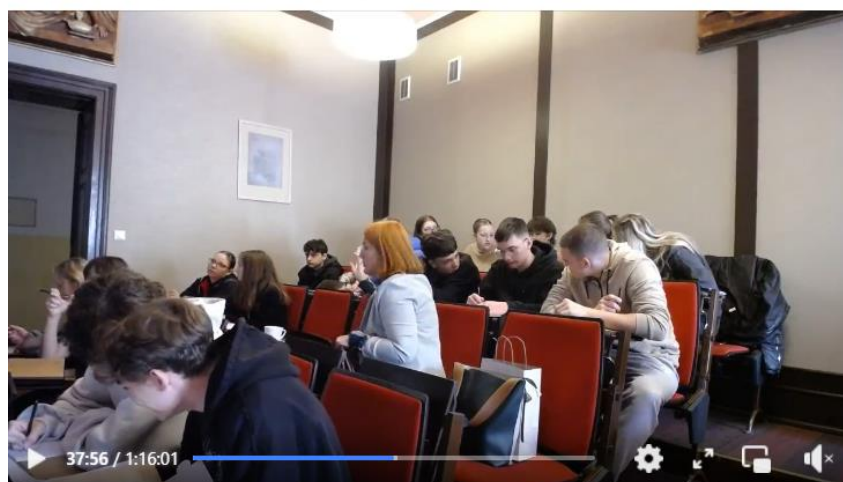
Source: <https://www.facebook.com/upcrV4>

**UPCR in the V4 Countries** prowadził(a) transmisję na żywo — w Akademii Nauk Stosowanych Angelusa Silesiusa. ...

Opublikowane przez: Marlena Piotrowska

Wczoraj o 10:03 · Wałbrzych, województwo dolnośląskie ·

'Urban Post-COVID Recovery - Between Theoretical Assumptions and Practical Solutions'. Day 2. Student Workshop



Source: <https://www.facebook.com/upcrV4>

## **The fourth project event (Szeged, October 2025)**

### **University of Szeged (Hungary)**



Website: <https://u-szeged.hu/english>

# **Analysis**

## **National context**

### **COVID-19 pandemic as a challenge for the state**

As can be seen from the analysis of extensive literature on the subject, specialist reports and media reports (see: Bibliography), the COVID-19 pandemic posed unprecedented challenges to the state: its bodies and institutions. One might be tempted to say that the pandemic crisis was a kind of 'test' for the effectiveness and efficiency of the public sector: government and local governments. It turned out that the previous mechanisms of action, successfully used for years, lost their functionality. The pandemic threat - and we are talking not only about the period of the COVID-19 pandemic itself, but also about the post-pandemic period - has therefore remodelled the established patterns of performing public tasks.

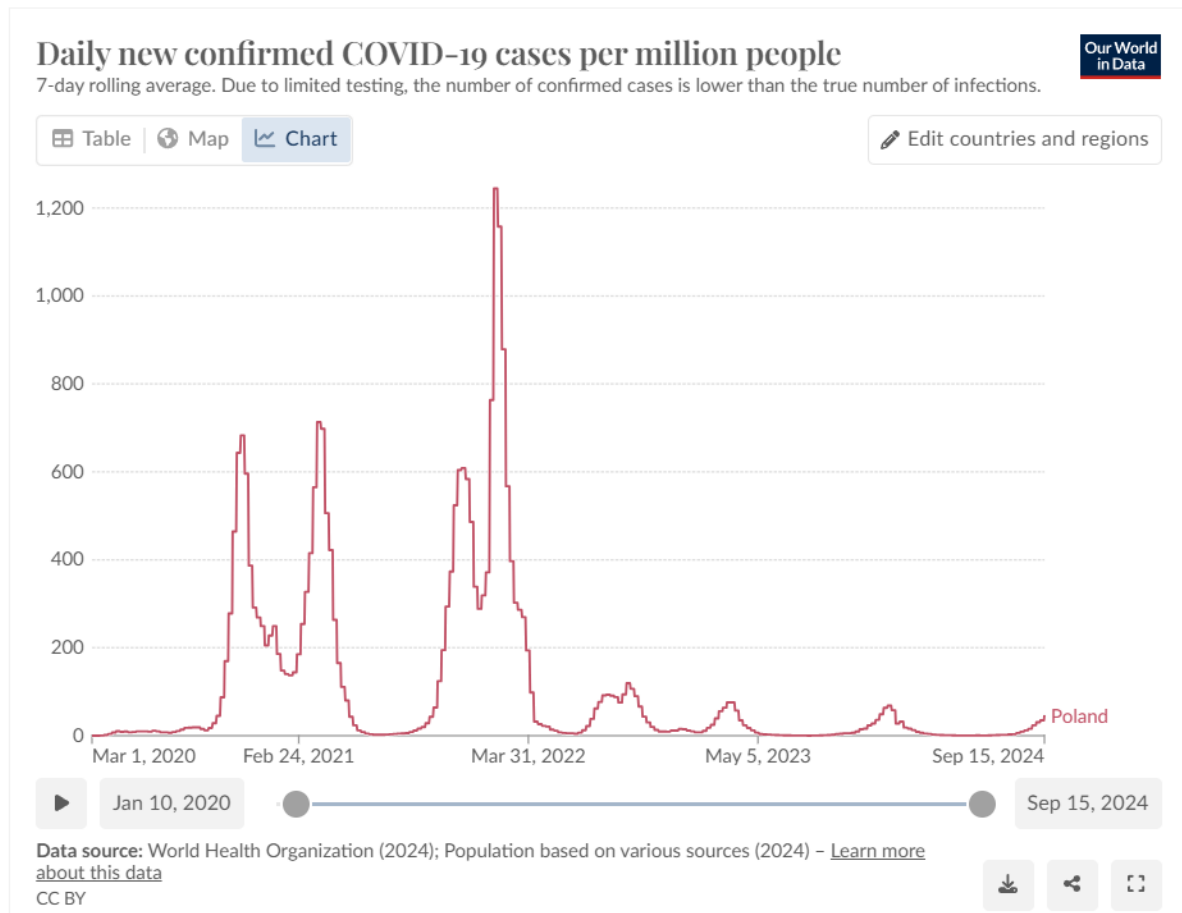
The COVID-19 pandemic, like other European countries, affected the countries of the Visegrad Group. The response of the V4 countries was special because it was characterized by a kind of 'decisiveness' of action, including in the form of introducing wide-ranging restrictions and limitations.

Using publicly available statistical data, one may be tempted to attempt to illustrate selected actions aimed at 'fighting' the COVID-19 pandemic which were undertaken by the V4 countries.

The analysis of these activities is preceded by an illustration of a key indicator that allows for an assessment of the scale of the pandemic crisis faced by Poland, Czechia, Slovakia and Hungary. This indicator is the number of people infected with the SARS-CoV-2 coronavirus. Regardless of the different methodology for collecting data on infections for each of the V4 countries (as it may be debatable), certain key trends can be indicated.

# Poland

Chart 1.

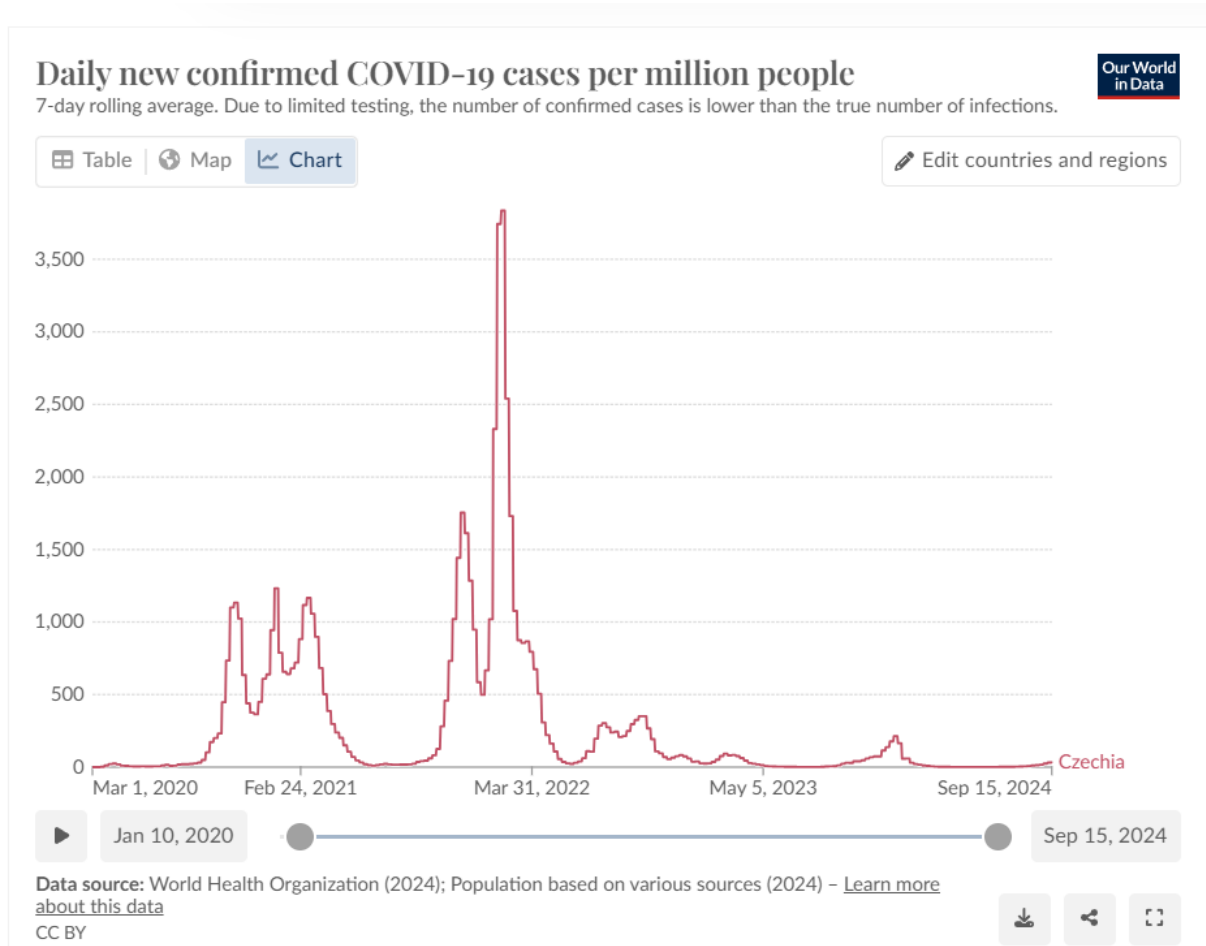


Source: <https://ourworldindata.org/coronavirus#coronavirus-country-profiles>

As can be seen from the analysis of the above chart, the highest number of infected people was recorded in spring 2022. The increase is clear compared to spring 2020 and 2023 and 2024.

## Czechia

Chart 2.

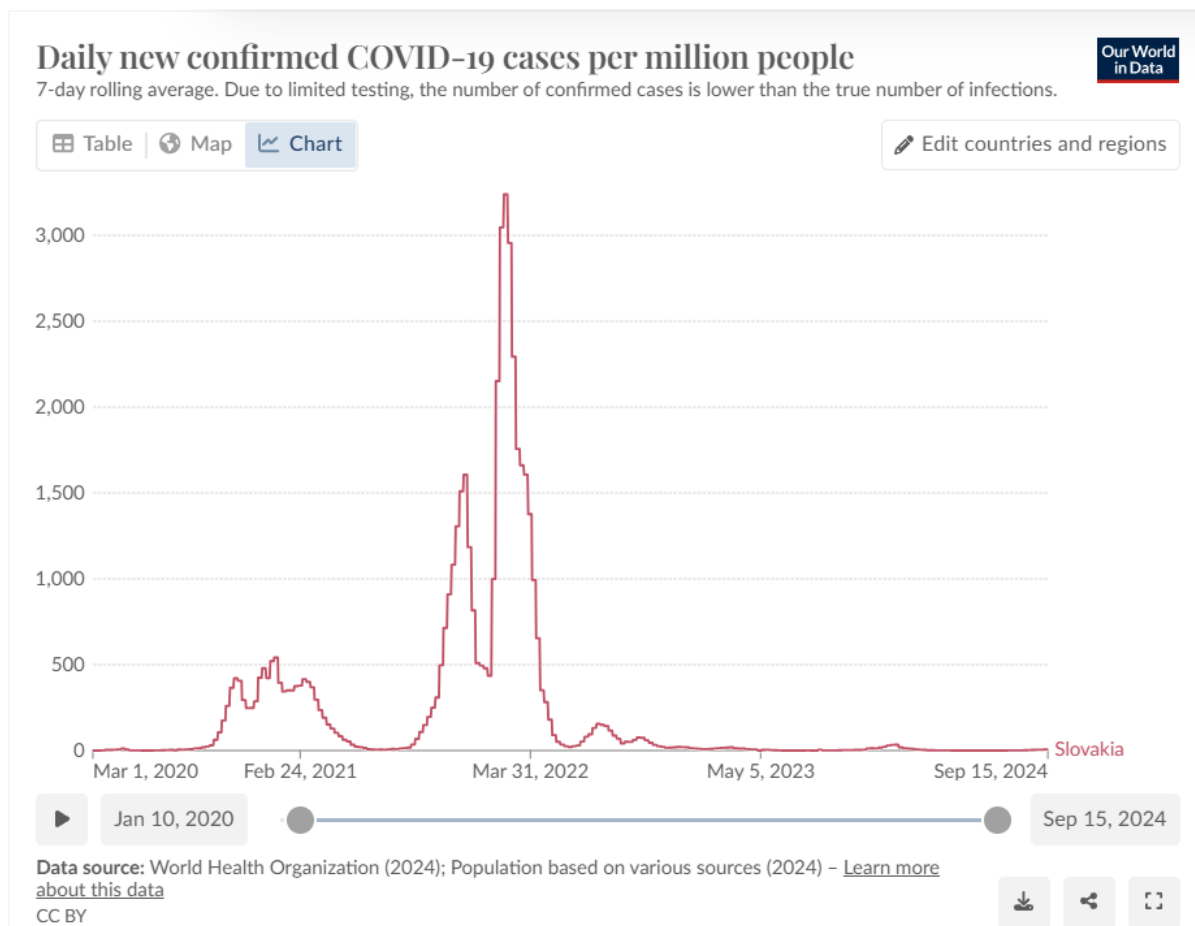


Source: <https://ourworldindata.org/coronavirus#coronavirus-country-profiles>

Similarly to Poland, in Czechia the highest percentage of people infected with the SARS-CoV-2 coronavirus was recorded in early spring 2022. However, the peak of disease incidence is higher than in Poland.

## Slovakia

Chart 3.

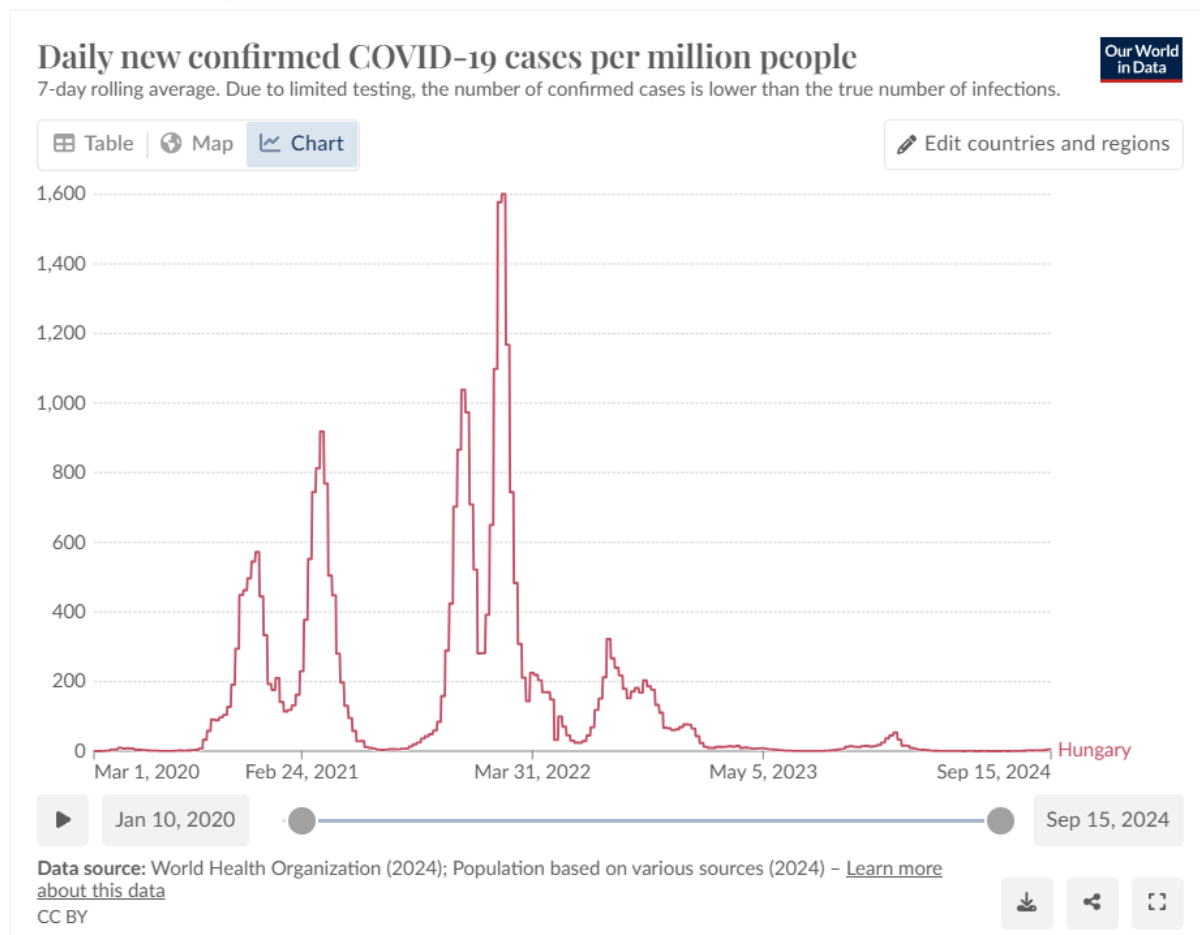


Source: <https://ourworldindata.org/coronavirus#coronavirus-country-profiles>

Exactly the same trend regarding the number of positive cases of SARS-CoV-2 coronavirus infection can be noted in Slovakia.

## Hungary

Chart 4.

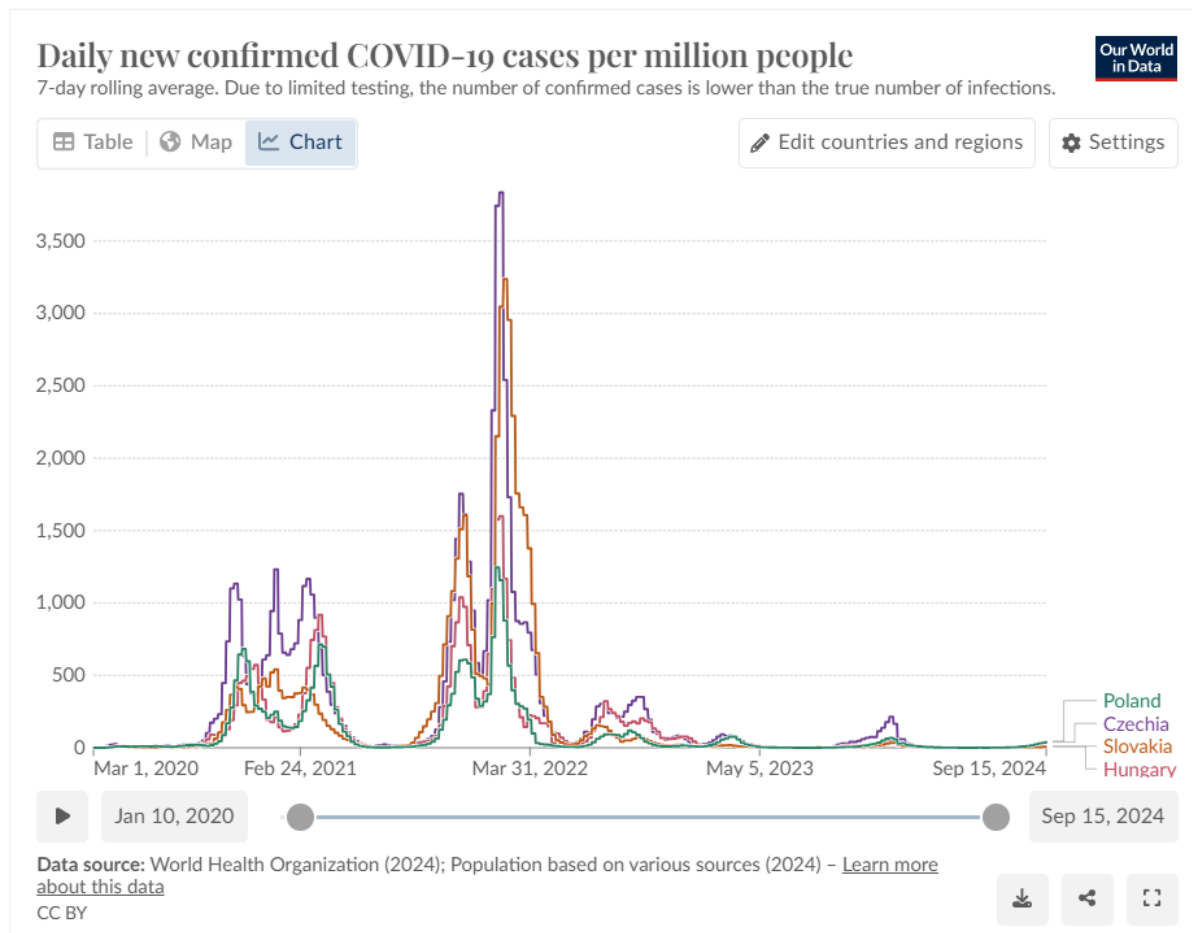


Source: <https://ourworldindata.org/coronavirus#coronavirus-country-profiles>

The situation is no different in Hungary. The peak of SARS-COV-2 coronavirus cases in this country occurred in early spring 2022. The years 2023 and 2024, i.e. the post-pandemic period, will see a clear decline in the number of cases.

## V4 countries

Chart 5.



Source: <https://ourworldindata.org/coronavirus#coronavirus-country-profiles>

As can be seen from the analysis of Chart 5, the peak of the crisis related to the number of religious citizens of the V4 countries falls in practically the same period. To sum up, one can be tempted to say that it was the early spring of 2022 that forced the V4 countries, including the municipal self-governments in these countries, to take special actions aimed at reducing the destructive effects of the pandemic crisis.

When seeking an answer to the question about what these actions were, it seems justified to take into account the scale and scope of the limitations and restrictions



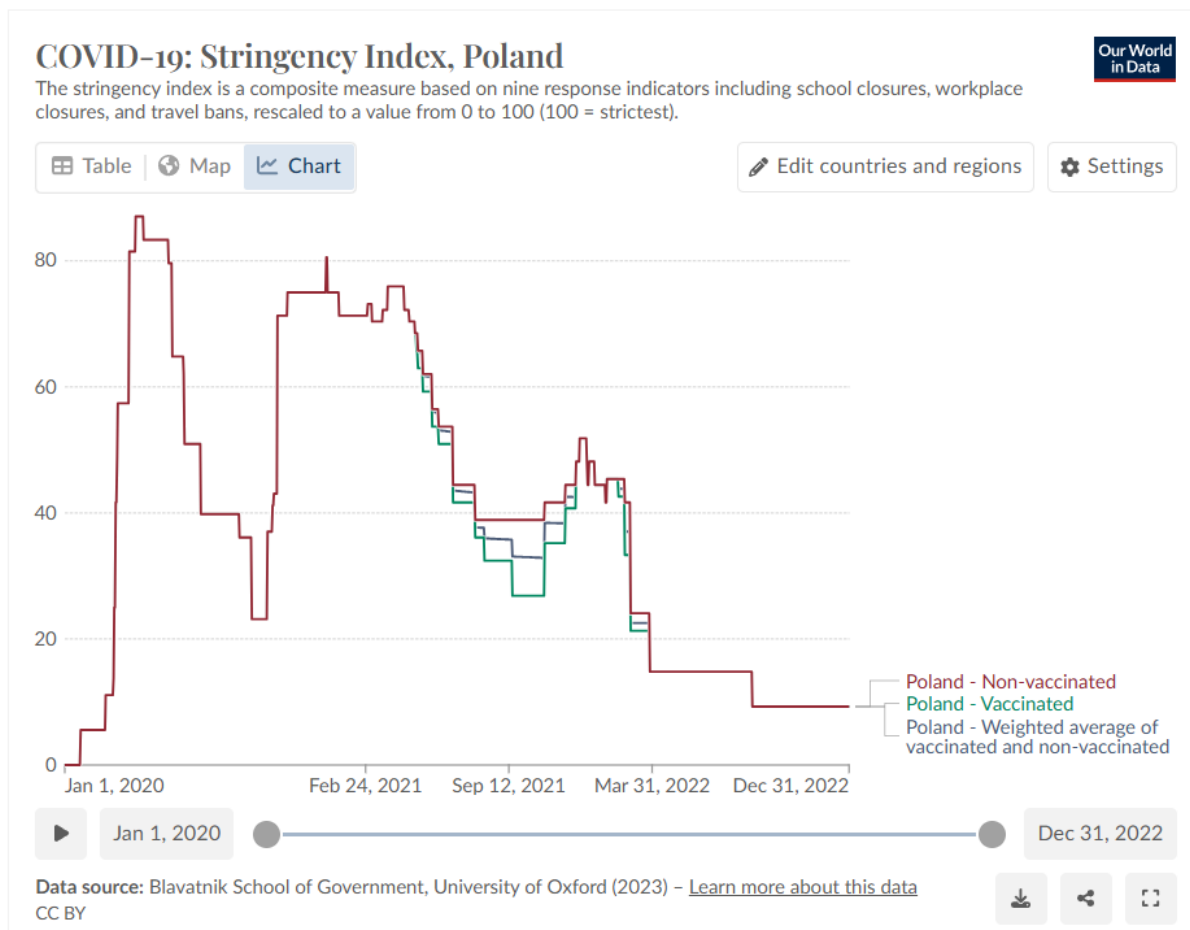
which, in accordance with the intentions of the V4 governments, were to be an effective and efficient tool in counteracting the destructive consequences of the COVID-19 pandemic. The next five charts illustrate the restrictions introduced in Poland, Czechia, Slovakia and Hungary. Importantly, they include nine different restrictions as follows:

- school closures;
- workplace closures;
- cancellation of public events;
- restrictions on public gatherings;
- closures of public transport;
- stay-at-home requirements;
- public information campaigns;
- restrictions on internal movements;
- international travel controls.

The combination of these nine elements provides a significant, although obviously imperfect, picture of how the V4 countries 'fought' the COVID-19 pandemic.

# Poland

Chart 6.

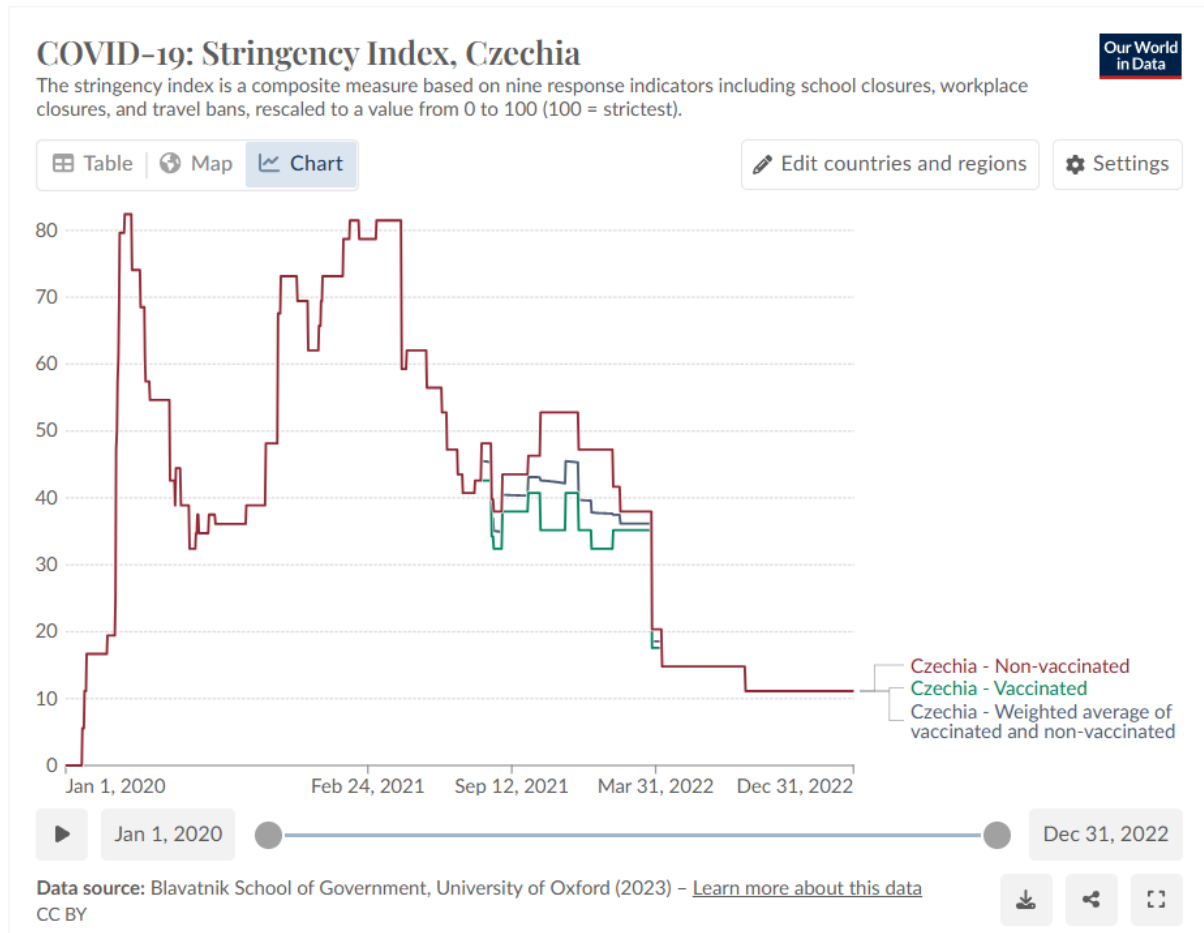


Source: <https://ourworldindata.org/covid-stringency-index>

In contrast to the data illustrating the number of cases of people infected with the SARS-CoV-2 coronavirus, the peak of restrictive measures introduced in Poland occurred during the so-called first wave of the COVID-19 pandemic (spring 2020). A high level of restrictions also occurred in spring 2021.

# Czechia

Chart 7.

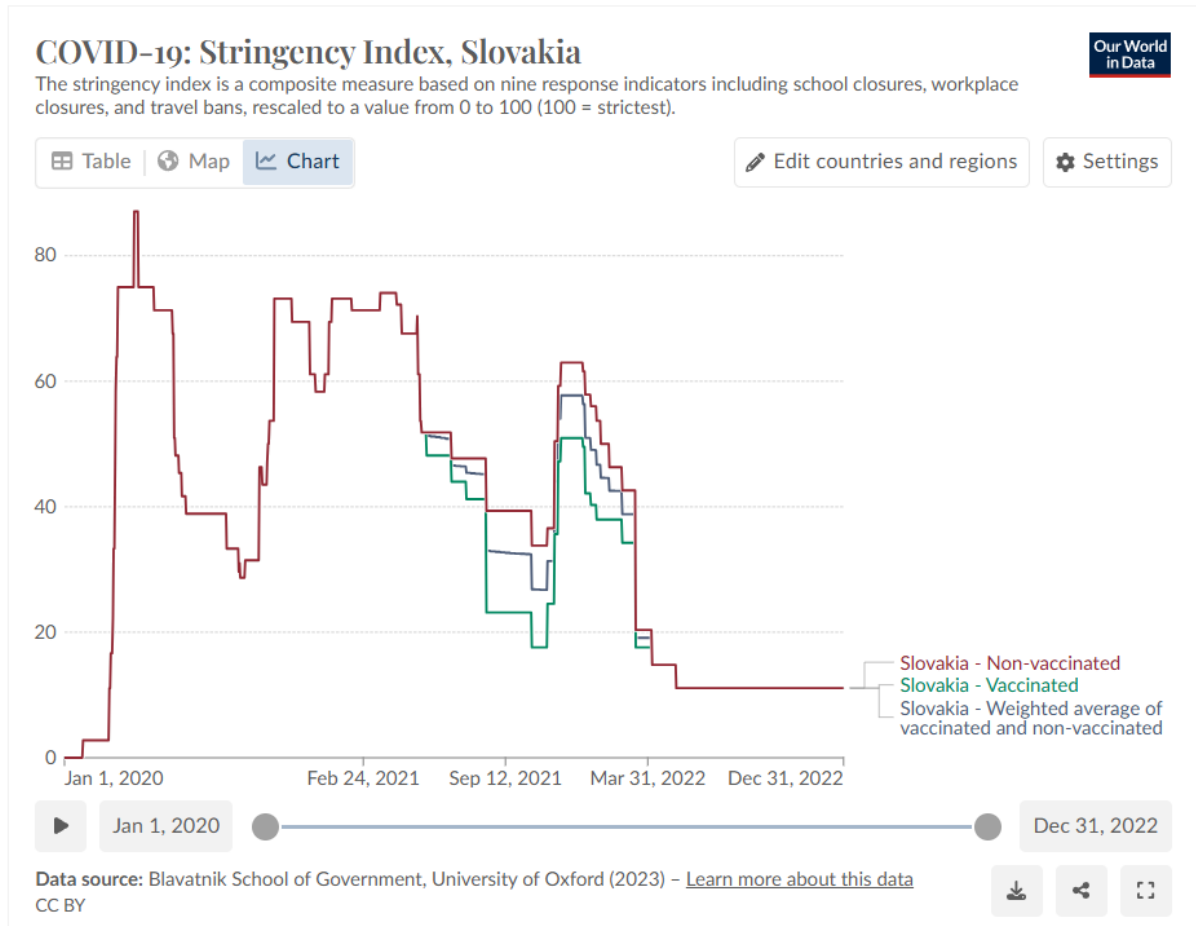


Source: <https://ourworldindata.org/covid-stringency-index>

Analysing the case of Czechia, one might be tempted to say that the peak of restrictions falls on two, in a sense, twin periods. These are spring 2020 and spring 2021.

# Slovakia

Chart 3.

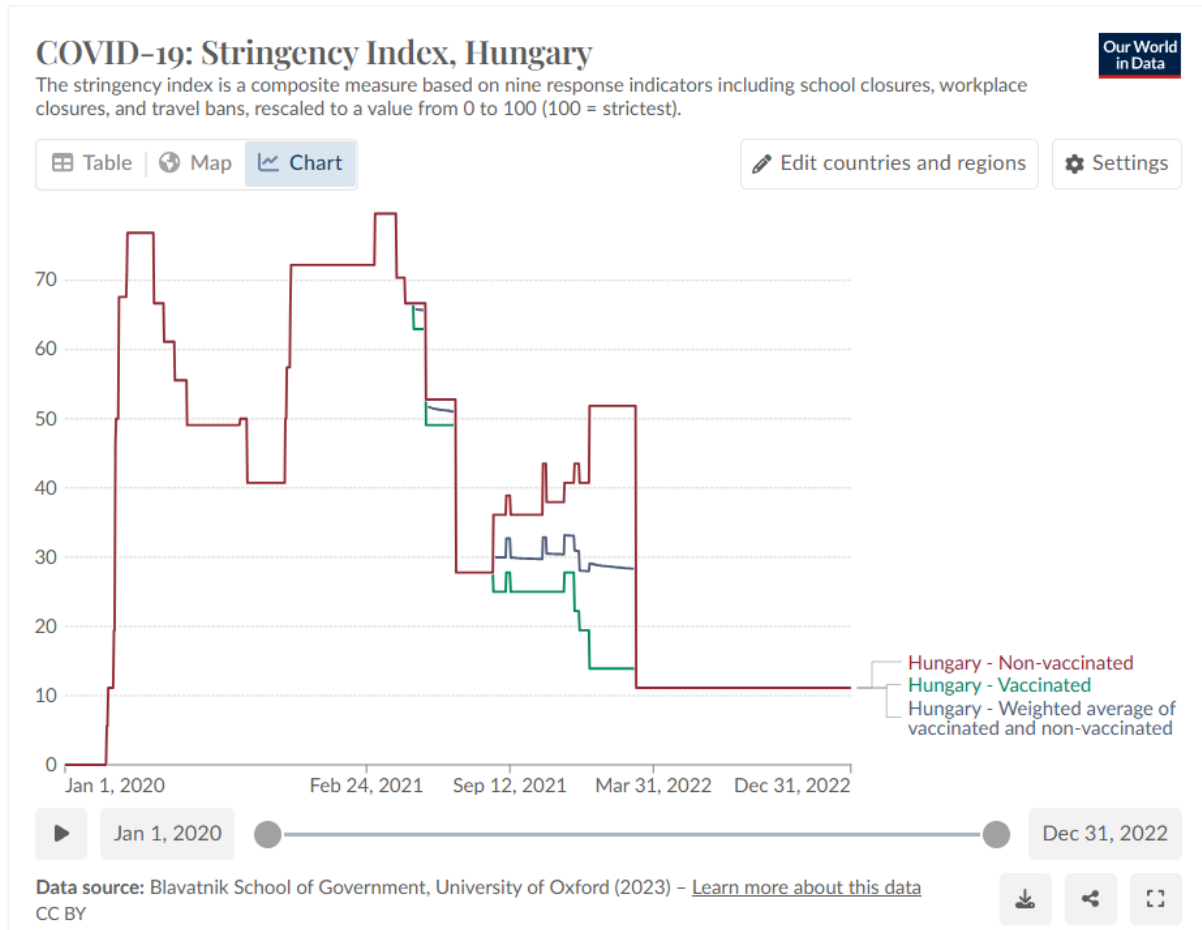


Source: <https://ourworldindata.org/covid-stringency-index>

In the case of Slovakia, the intensity of restrictive measures seems to be 'stretched' over time. This is evidenced by the data relating not only to spring 2020, but also to a significant part of 2021

# Hungary

Chart 9.

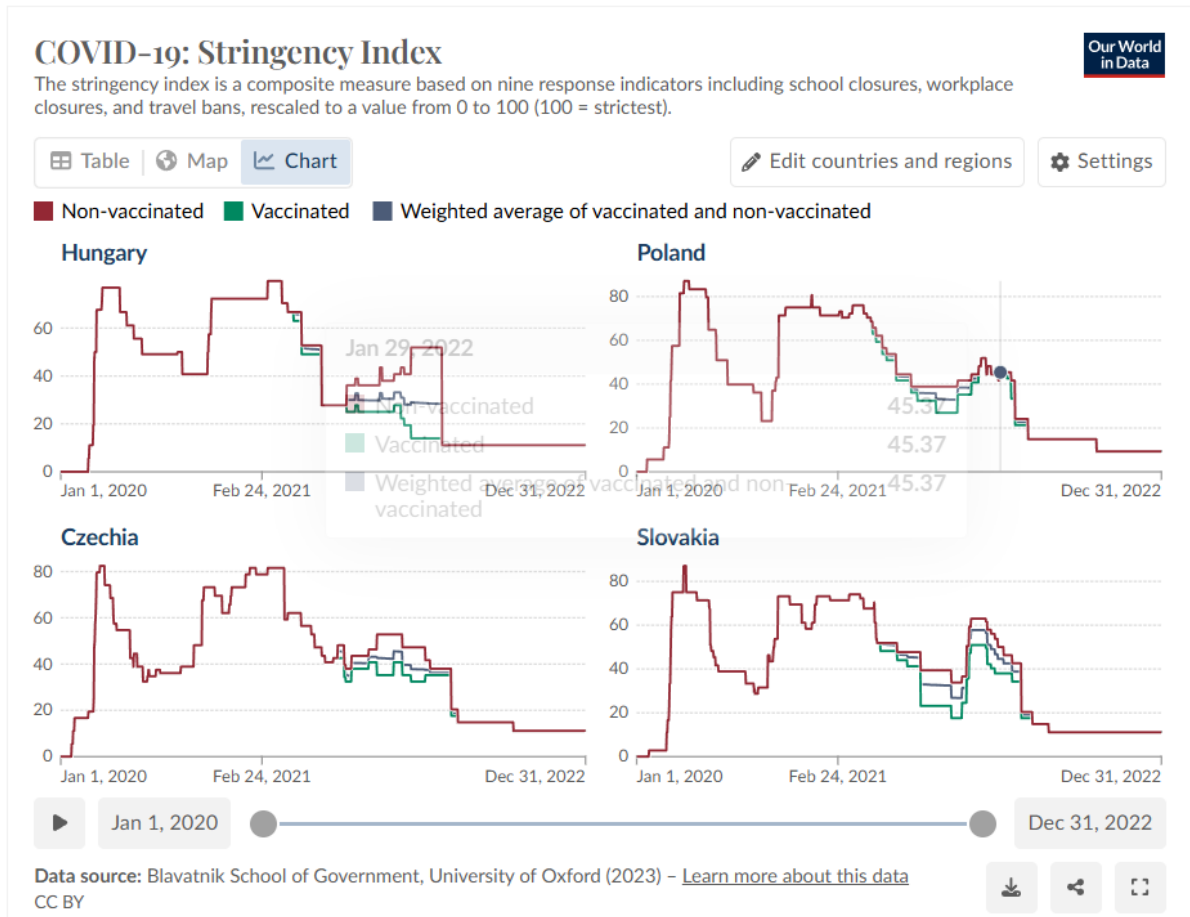


Source: <https://ourworldindata.org/covid-stringency-index>

The case of Hungary is special because the restrictions introduced in the spring of 2021 are greater than those introduced in the spring of the previous year. The year 2022 (especially spring) is of particular note, as it was the time when the scale of the restrictions was still noticeable and should therefore be noted.

## V4 countries

Chart 10.



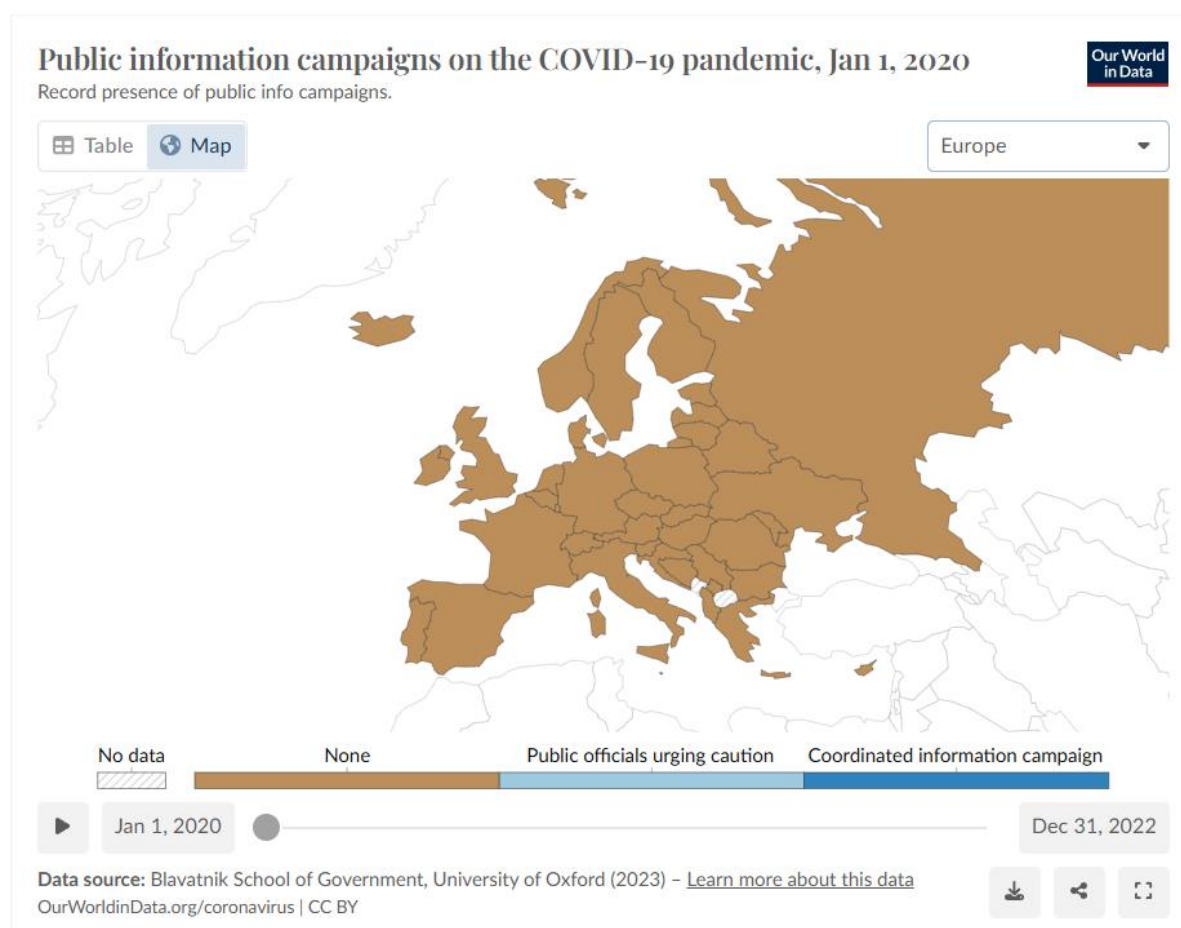
Source: <https://ourworldindata.org/covid-stringency-index>

Although the overall assessment of the restrictions introduced in Poland, Czechia, Slovakia and Hungary is similar, the case of Hungary seems to differ from the solutions implemented in the other V4 countries. Analyzing the reason for such a difference, one may be tempted to say that the reason was a different strategy to 'fight' the COVID-19 pandemic implemented by the government in Budapest.

When analysing the 'response' of the V4 countries to the COVID-19 pandemic, it is worth mentioning two more seemingly key manifestations of activities. The first of them are information campaigns aimed at transferring knowledge and shaping social attitudes related to counteracting the destructive consequences of the spread of the SARS-CoV-2 coronavirus.

## Europe/V4

Chart 11.



Source: <https://ourworldindata.org/covid-public-information-campaigns>

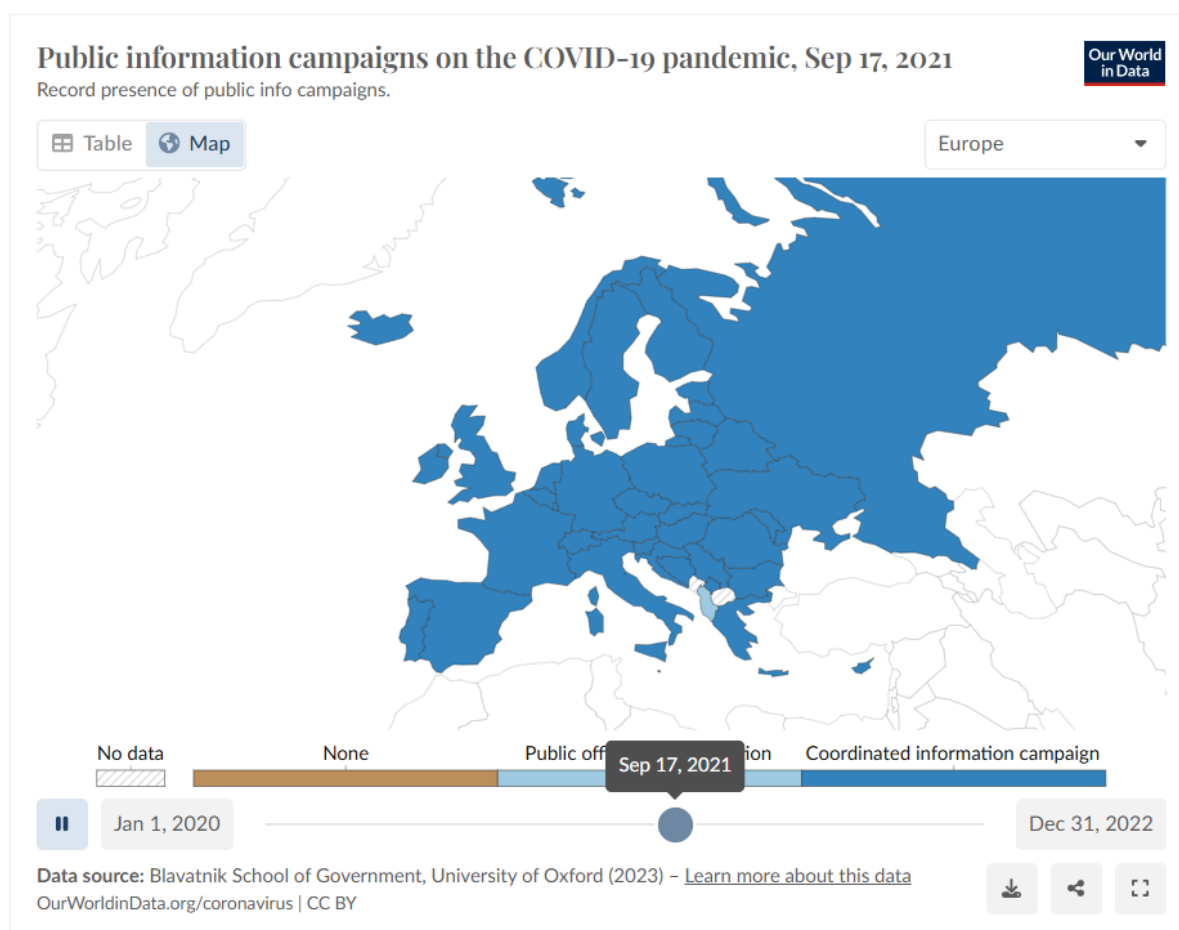
As can be seen from Chart 11, in January 2020 no country, including the V4 countries, made any effort to organise appropriate campaigns, despite the fact that

information about the difficult situation in China (and then in Italy) had already engaged the attention of the mass media and public opinion.

The situation changed dramatically in 2021. As can be seen from Chart 12, literally all European countries, including the V4 countries, implemented coordinated campaigns at that time.

## Europe/V4

Chart 12.



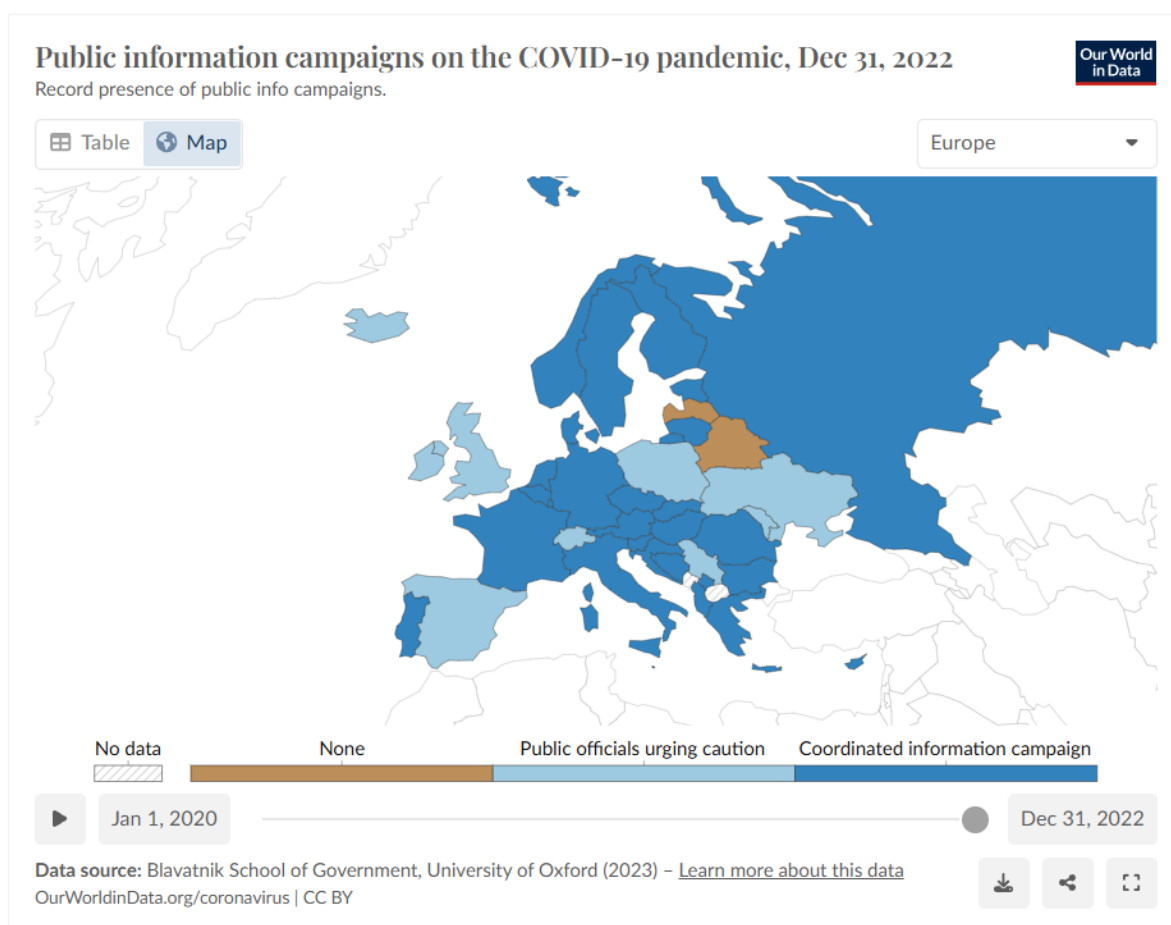
Source: <https://ourworldindata.org/covid-public-information-campaigns>



Taking into account the data from December 2022, it should be emphasized that Poland was the only V4 country that did not implement a coordinated campaign at that time (see Chart 13).

## Europe/V4

Chart 13.

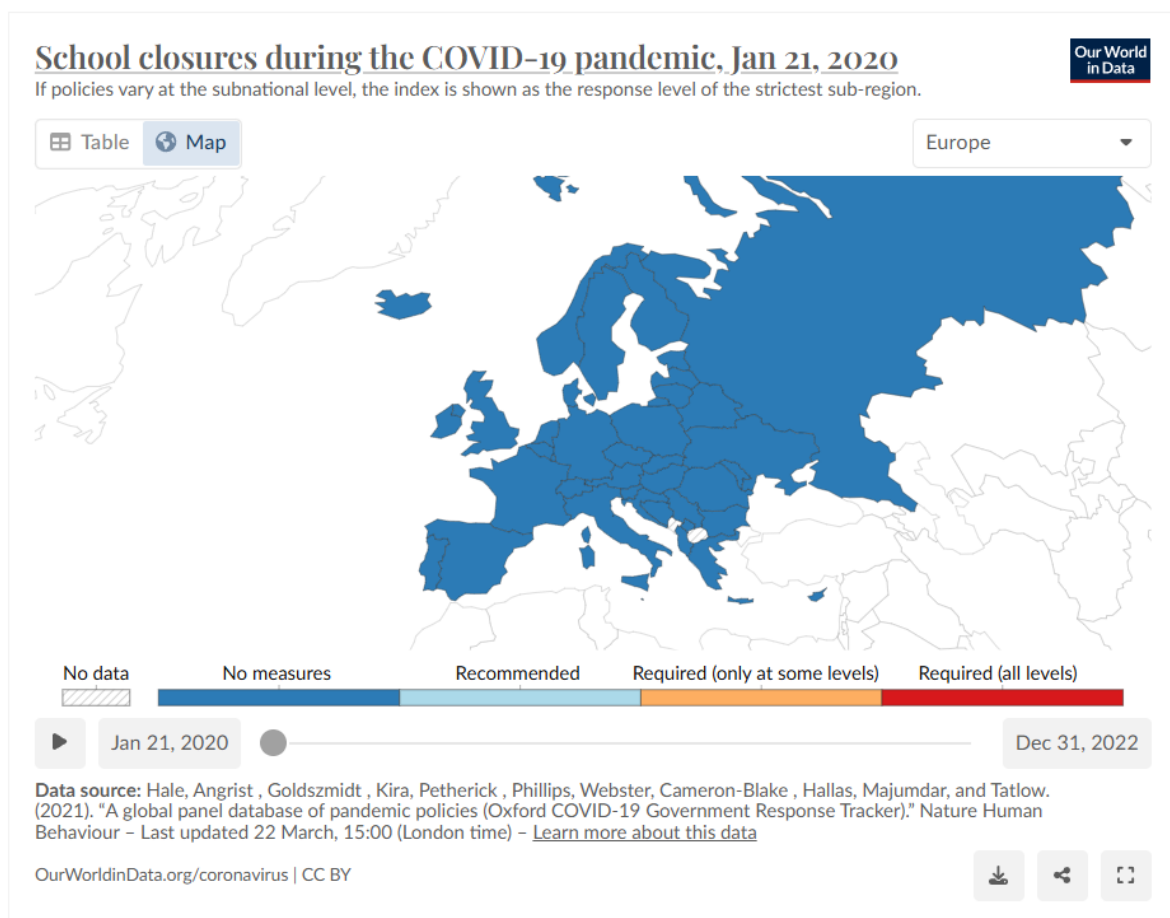


Source: <https://ourworldindata.org/covid-public-information-campaigns>

The practice of managing the functioning of schools is the second extremely important element of the actions aimed at combating the COVID-19 pandemic. One might be tempted to say that this is a 'litmus test' of the response to the threats related to the spread of the SARS-CoV-2 coronavirus.

## Europe/V4

Chart 14.

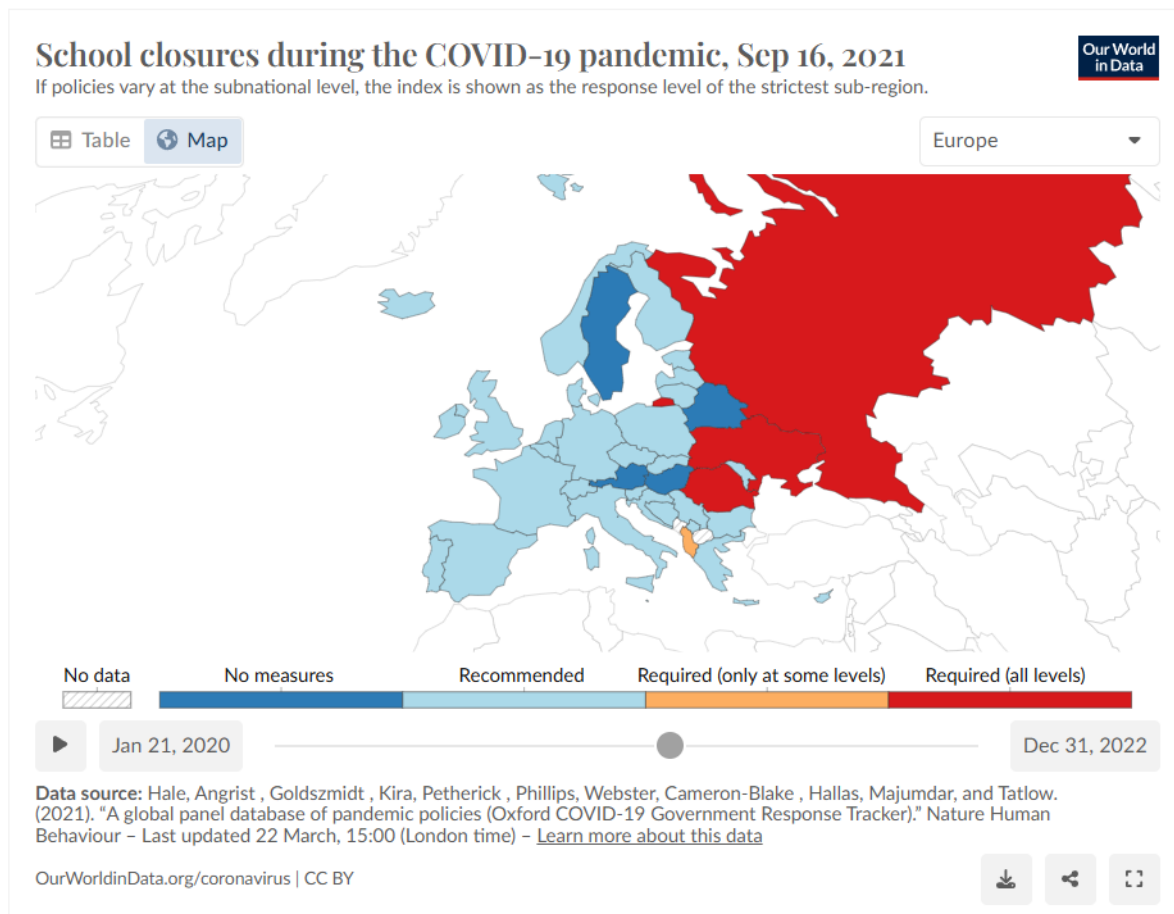


Source: <https://ourworldindata.org/covid-school-workplace-closures>

The data analysis from Chart 14 shows that in January 2020 schools in all European countries operated as usual.

## Europe/V4

Chart 15.

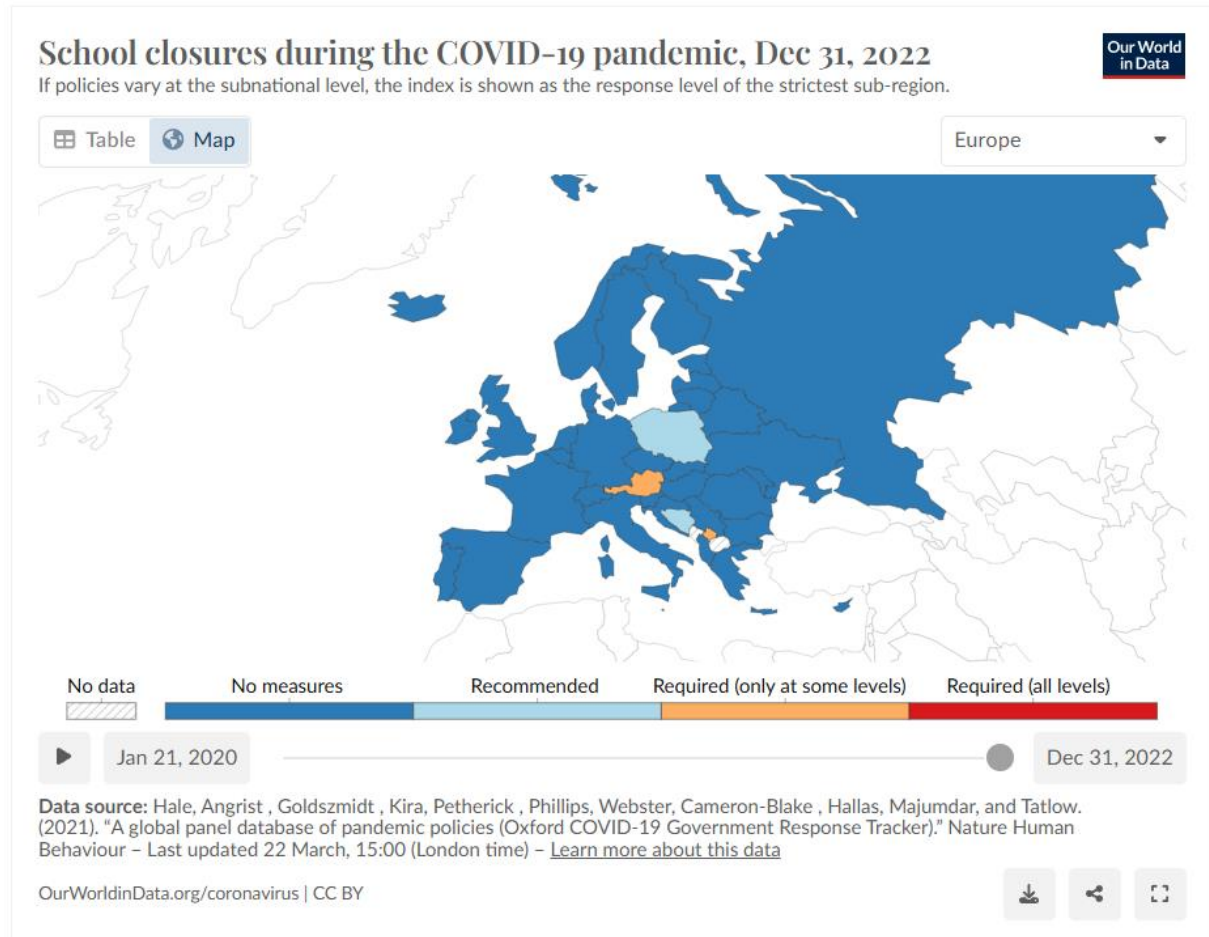


Source: <https://ourworldindata.org/covid-school-workplace-closures>

With summer 2021 in mind, three of the four V4 countries recommended restrictions on the functioning of schools. Hungary was an exception.

## Europe/V4

Chart 16.



Source: <https://ourworldindata.org/covid-school-workplace-closures>

December 2022 brought another change. Poland was the only V4 country to recommend restrictions on the functioning of schools.

The statistical data presented above relating to the V4 countries and other European countries provide a certain picture of the response to the threats and challenges related to the COVID-19 pandemic. This is of course not a comprehensive picture, but - and this is worth emphasizing - it indicates certain trends. The data constitute an important element of the analysis dedicated to cities

and municipal self-governments which, due to their demographic potential, found themselves under particular pressure from the COVID-19 pandemic. This is evidenced by the information and data presented not only in the scientific literature, but also in specialist reports.

## **COVID-19 pandemic in cities and towns**

It is hard to disagree with the statement that the COVID-19 pandemic has affected the functioning of states and societies. Due to its undeniable development and demographic potential, it has seriously 'affected' the functioning of cities and towns as well as their inhabitants. The impact of the COVID-19 pandemic on cities has been reflected in many reports prepared at the request of international and scientific organizations. The number of such studies is significant.

Considering the purpose of the project, attention is drawn primarily to such reports and policy briefs that focus on the activities of municipal self-governments. This is therefore a perspective that experts in the field call the perspective of municipal self-government or municipal self-government administration. This perspective is justified to the extent that municipal self-governments are responsible for meeting the collective needs of residents which are manifested in many areas of urban policy.

Our World in Data: Coronavirus Pandemic (COVID-19)

<https://ourworldindata.org/coronavirus>

UN: COVID-19 in an Urban World

<https://www.un.org/en/coronavirus/covid-19-urban-world>

<https://unhabitat.org/un-secretary-generals-policy-brief-on-covid-19-in-an-urban-world>

OECD: The impact of the COVID-19 crisis on regional and local governments

[https://www.oecd.org/en/publications/the-impact-of-the-covid-19-crisis-on-regional-and-local-governments\\_fb952497-en.html](https://www.oecd.org/en/publications/the-impact-of-the-covid-19-crisis-on-regional-and-local-governments_fb952497-en.html)

OECD: The territorial impact of COVID-19: Managing the crisis across levels of government

[https://www.oecd.org/en/publications/the-territorial-impact-of-covid-19-managing-the-crisis-across-levels-of-government\\_d3e314e1-en.html](https://www.oecd.org/en/publications/the-territorial-impact-of-covid-19-managing-the-crisis-across-levels-of-government_d3e314e1-en.html)

OECD: More resilient public administrations after COVID-19

[https://www.oecd.org/en/publications/more-resilient-public-administrations-after-covid-19\\_8d10bb06-en.html](https://www.oecd.org/en/publications/more-resilient-public-administrations-after-covid-19_8d10bb06-en.html)

OECD: Improving subnational governments' resilience in the wake of the COVID-19 pandemic

[https://www.oecd.org/en/publications/improving-subnational-governments-resilience-in-the-wake-of-the-covid-19-pandemic\\_6b1304c8-en.html](https://www.oecd.org/en/publications/improving-subnational-governments-resilience-in-the-wake-of-the-covid-19-pandemic_6b1304c8-en.html)

OECD: First lessons from government evaluations of COVID-19 responses: A synthesis

[https://www.oecd.org/en/publications/first-lessons-from-government-evaluations-of-covid-19-responses-a-synthesis\\_483507d6-en.html](https://www.oecd.org/en/publications/first-lessons-from-government-evaluations-of-covid-19-responses-a-synthesis_483507d6-en.html)

EU (EC): Cohesion policy action against coronavirus

[https://ec.europa.eu/regional\\_policy/funding/coronavirus-response\\_en](https://ec.europa.eu/regional_policy/funding/coronavirus-response_en)

EU (EP): Urban areas in the post-Covid era: Challenges and future pathways

[https://www.europarl.europa.eu/RegData/etudes/ATAG/2022/729284/EPRS\\_ATA\(2022\)729284\\_EN.pdf](https://www.europarl.europa.eu/RegData/etudes/ATAG/2022/729284/EPRS_ATA(2022)729284_EN.pdf)

ECR: OECD Survey

<https://cor.europa.eu/en/news/Pages/econ-cor-oecd-survey-covid-19-results.aspx>

CEPR: State and local government finances in the time of COVID-19

<https://cepr.org/voxeu/columns/state-and-local-government-finances-time-covid-19>

ECPR: Impacts of the COVID-19 Pandemic in Local Governments: Qualitative and Quantitative Approaches

<https://ecpr.eu/Events/Event/PanelDetails/10811>

As it is evidenced by the already mentioned reports the impact of the COVID-19 pandemic on local self-governments, including municipal self-governments, is unprecedented. This impact is manifested not only during the COVID-19 pandemic itself but also in the post-pandemic period associated with recovery. In other words, the COVID-19 pandemic 'paralyzes' or destabilizes activities carried out in already mentioned key areas of urban policy (UP) such as:

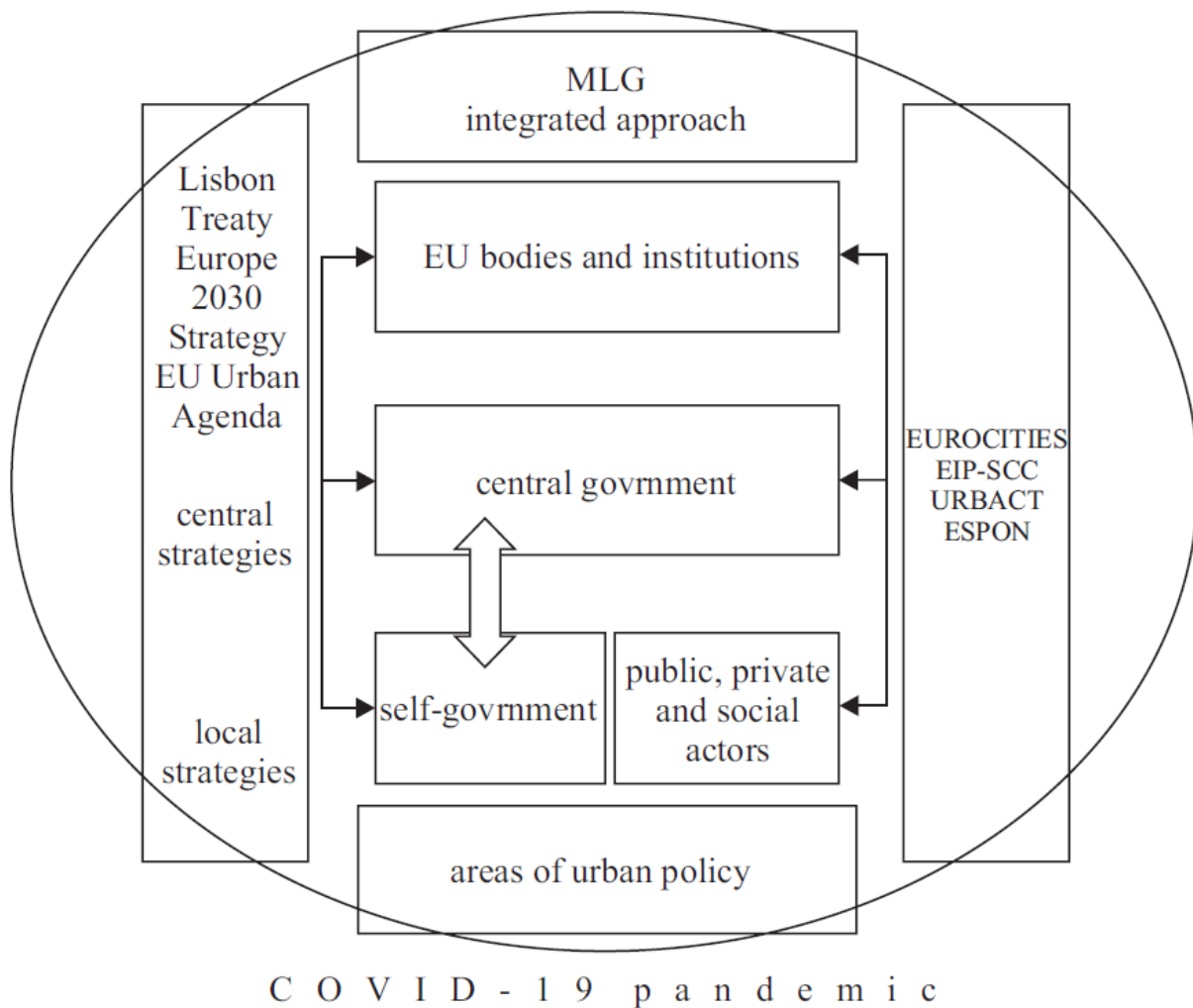
- UP1: health,
- UP2: transport,
- UP3: education,
- UP4: culture,
- UP5: sports,
- UP6: recreation,
- UP7: labour market,
- UP8: housing,
- UP9: social assistance,
- UP10: administration and offices.

Answering the question about the model of the 'response' of local governments, including municipal self-governments, to the COVID-19 pandemic plays a key role, especially if we take into account the dualistic perspective. We are talking about a situation in which this 'response' not only integrates the activities of local



governments themselves (bottom-up activities), but is also a result of initiatives undertaken by the central/governmental administration (top-down activities).

Graph 17. COVID-19 pandemic response – an urban perspective



Source: Glinka, 2021, p. 51.

As the above chart shows, analysing the response of cities and towns as well as their governments to the COVID-19 pandemic is not an easy task. This is determined by the extraordinary complexity of the modern urban sphere which integrates the activity of not only public actors, but also private and social ones.

Importantly, the city is subject to the impact of not only local actors, but also those who operate at the regional, national and international level.

In order to achieve the project's goal of illustrating the 'responses' of municipal self-governments in the Visegrad Group countries, it was decided to conduct an analysis covering several fundamental stages.

Firstly, a review of the literature on the subject devoted to the project's issues was conducted. One took into account the monographs, chapters in monographs, articles in journals, encyclopedia entries on public management, local government, urban policies, Multi-Level Governance in the Visegrad Group countries. Importantly, this review also included reports and policy briefs (see: page no. 46-48) prepared by international and scientific organizations. Press releases published through the traditional (printed) press and online editions also proved to be a valuable source of information.

Secondly, an analysis of statistical data presented by the European Union, the Organisation for Economic Co-operation and Development and the governments of the Visegrad Group countries was conducted. These were the data relating to the transformation of the functioning of the public sector, the social sector and the private sector, with particular emphasis on problem areas corresponding to areas of urban policy.

Thirdly, an analysis of statistical data held by offices of selected cities of the Visegrad Group countries was carried out. Considering the statistical data, it should be emphasised that these were the data illustrating the condition of areas of urban policy in a comparative perspective. Therefore, a comparison was made between the period before the COVID-19 pandemic, the period of the COVID-19 pandemic and the post-pandemic period related to reconstruction.

Fourthly, an analysis of documents and materials held by city offices from the Visegrad Group countries was carried out. These were the documents and materials of various rank and provenance. A key role was played by the multi-factor analysis of development strategies, specialist strategies dedicated to individual areas of urban policy and organisational regulations of offices. The analysis also included reports relating to the cooperation of public actors, private actors and social actors at the city level. The aim was to examine the conditions, forms, mechanisms and results of cooperation between the municipal local government administration and its stakeholders in the face of the challenges related to counteracting the destructive consequences of the COVID-19 pandemic.

Fifth, interviews were conducted with representatives of selected city offices from the Visegrad Group countries. The particular significance of these interviews stems from the fact that they are a source of unique, unavailable expert knowledge on the mechanisms of the 'response' of city governments to the challenges and threats related to the COVID-19 pandemic.

Sixth, the key role in the conducted study was played by the use of comparative analysis. Considering the aim of the project and the research perspective, it should be emphasized that the usefulness of this method resulted from the possibility of illustrating similarities and differences between the studied cases. In this case, it concerns the countries of the Visegrad Group (Poland, Czechia, Slovakia, Hungary) and municipal governments undertaking activities in these countries.

Seventh, the use of elements of decision analysis was an important step in the implementation of the study, especially when taking into account the process of formulating assumptions of urban policies. It should be remembered that this process was particularly difficult during the COVID-19 pandemic, not only due to objective technical limitations, but also, and perhaps above all, due to the need to

adapt the priorities and forms of urban policies to the requirements of the crisis situation.

Eighth, an important element of the research procedure was to take into account the objective indicators/measures indicating the condition of municipal local governments in the period before the COVID-19 pandemic, during the COVID-19 pandemic and in the post-pandemic period.

As can be seen from the analysis of the above reports, the response of local self-governments, including municipal self-governments, to the COVID-19 pandemic took specific, relatively uniform forms. However, what is important in the context of the assumptions of this research project is the illustration of the response of the V4 countries both during the COVID-19 pandemic itself and in the post-pandemic period related to recovery.

The initial comparison of the data presented in the reports with the level of local autonomy enjoyed by municipal self-governments in the V4 countries allows to conclude that there is a connection between the actions of municipal self-governments aimed at the pandemic crisis and the scope of local autonomy they have. It is justified, on the one hand, by the case of Hungary (the lowest level of autonomy) and on the other by the case of Poland, Czechia and Slovakia (the relatively high level of autonomy) implementing the particular actions in the areas of urban policy (UP1 – UP10).

Regardless of the initially signaled differences, which will be fully presented and discussed in the prepared scientific monograph, it seems justified to formulate **recommendations** for representatives of municipal self-governments. This is about such recommendations that allow efficient post-pandemic recovery.

## **Recommendations (initial) for practitioners**

As already mentioned, in addition to measurable scientific results, the project also provides the solutions useful for practitioners - representatives of local (municipal) self-governments and other actors who cooperate with these governments. The preliminary nature of this report makes these recommendations preliminary (general). Nevertheless, they provide key answers to questions about how to counter the destructive consequences of the COVID-19 pandemic.

# #R

## **Recommendation No. 1**

Programming of activities conducted in individual areas of urban policy

# #R1

Programming of activities, regardless of the area of activity in question, plays a key role in effective and efficient public management. It is a sine qua non condition for a long-term, and therefore well-thought-out and phased approach to meeting the needs of recipients of the activities conducted. It should therefore be emphasized that the success of all kinds of initiatives and undertakings (both soft and hard) aimed at urban affairs may depend on programming.

Programming should take the form of a professional approach based on the development of a specialist strategic document (strategy, plan, program, etc.). What is important and worth emphasizing is the fact that such a document, regardless of its final name, should be prepared based on a specific scheme.

The key role is played by the inclusion of the widest possible group of entities (public, private and social actors) in the process of developing the assumptions of the document. The participation of these actors is important in terms of conducting an in-depth review of the conditions in which the local government unit finds itself.

Regardless of the detailed approach used, a professional strategic document that meets the basic programming criteria should contain the following elements:

1. **Analysis** of the initial situation covering one of three models:

#### **SWOT**

<b>Strengths</b>	<b>Weaknesses</b>
<b>Opportunities</b>	<b>Threats</b>

Source: own elaboration.

SWOT analysis requires the local government unit – the city – to be placed in two dimensions. The first dimension (internal) includes strengths and weaknesses. The second dimension (external) includes opportunities and threats.



## PEST:

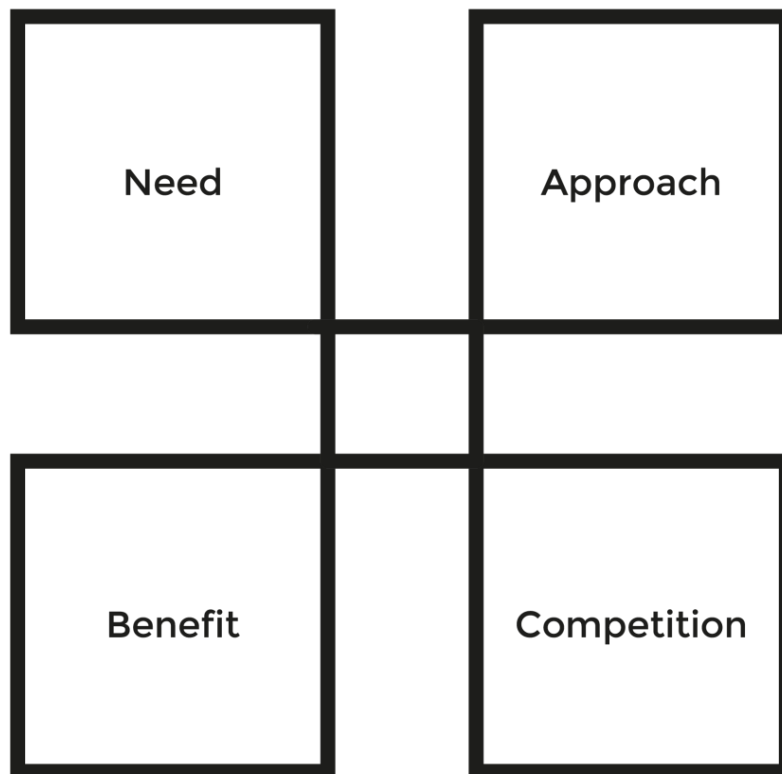


Source: <https://54.144.41.209/guide/strategic-analysis/what-is-pest-analysis/>

Unlike the SWOT analysis, the PEST analysis takes into account the widest possible range of factors that determine the actions of local government units. These are factors as:

- political,
- economic,
- social,
- technological.

## NABC



Source: <https://medialabamsterdam.com/business toolkit/method-card/nabc-method-2/>

The third analytical model - NABC - focuses on the need. If we assume that the need is to meet the collective needs of city residents during the pandemic and post-pandemic crisis - we need to consider how to achieve the goal defined in this way. We must therefore take into account the approach, benefits and competition.

Importantly, the analysis should be based on the use of existing data (statistics, previous documents), surveys/interviews with the participation of local government unit stakeholders, etc. In other words, all three models - SWOT, PEST, NABC - although important and useful from the expatriate and cognitive point of view, cannot replace precise activities aimed at assessing the initial situation.

2. Precise definition of the **goals** that are to be achieved. The application of the SMART approach is useful in this respect.

## **SMART**

<b>Specific</b>
<b>Measurable</b>
<b>Achievable</b>
<b>Realistic</b>
<b>Time-bound</b>

Source: own elaboration.

The SMART approach to defining goals is useful in the sense that it allows for a specific definition of what we want to achieve. With local government units and implemented activities in mind, e.g. in the area of public transport, one may be tempted to say that the SMART approach allows for determining how many passengers, at what time and by what means will be able to move in pandemic and post-pandemic conditions.

3. Precise definition of the **recipients (target groups)** of the activities, taking into account the division into:
- internal stakeholders - meaning employees of local government offices and organizational units subordinate to them,
  - external stakeholders - the list of these is wide and may include groups such as:
- residents,
  - investors/entrepreneurs,
  - tourists,
  - passing-through people,
  - students,
  - public institutions at the regional, central and international levels,
  - entities of the so-called third sector.

4. Precise definition of **instruments (tools)** used for the purpose of achieving (maximizing) a defined goal.

Considering the instruments (tools) used to achieve the defined objectives, it should be emphasized that their catalogue is potentially broad and, consequently, very diverse. However, when attempting to catalogue them in the context of recommendations addressed to practitioners, it is worth noting that these instruments (tools) can be divided into the following instruments (tools):

- legal,
- organisational.

In the first case (legal), it is about introducing such regulations (the aforementioned strategic documents and other, less important regulations) that allow city actors to act effectively and efficiently within the limits and based on the provisions of the currently applicable law.

In the second case (organizational), we are talking about the appropriate division of tasks and responsibilities between office employees and their stakeholders/collaborators. The division of portfolios is a condition for effective and efficient operation.

Moving on to a more detailed level of discussing instruments (tools), it should be noted that they can be:

- announcements, information,
- events,
- sectoral programs,
- public services.

## 5. Providing **sources of financing** for ongoing activities

It is hard to disagree with the statement that the success of implementing activities aimed at achieving goals depends on the involvement of appropriate financial resources. These resources are of course not necessary to implement all activities (e.g. informational activities conducted via social media), but in most cases they are essential. Their importance increases in a situation in which it is necessary to implement so-called traditional (infrastructure) projects.

Among the financial sources aimed at implementing activities, the following are listed:

- local government units' own resources,
- government resources,
- European Union resources,
- private entity resources (public-private partnership).

## 6. Selection of mechanisms for **monitoring and evaluating** activities

Monitoring and evaluation mechanisms are a key element of strategic management. They allow for a reliable assessment of whether and to what extent previously defined goals have been achieved.

Monitoring is defined as systematic, structured collection of data on implemented activities.

In turn, in the case of evaluation, it is necessary to take into account such solutions that allow for a comparison of assumed goals with achieved goals, based on data collected as part of monitoring.



Taking into account the above elements, **programming** is an important step towards an appropriate response to the challenges and threats related to the COVID-19 pandemic, both in terms of the pandemic period itself and the pandemic period related to reconstruction.

**Recommendation No. 2**  
**Cooperation with urban policy actors**

**#R2**

It is hard to disagree with Patsy Healey claiming that the functioning of the local government unit, including cities, can be defined through the prism of '(...) *complex mixture of nodes and networks, places and flows, in which multiple relations, activities and values co-exist, interact, combine, conflict, oppress and generate creative synergy*'<sup>1</sup>.

Taking into account the complex nature of the processes indicated, cooperation with actors - public, social and private - becomes increasingly important, which can help in achieving the assumed and programmed goals.

This is determined by the fact that each actor has different resources that they can share and, at the same time, realize their own goals and expectations. The key resources that are the subject of exchange include:

- knowledge,
- experience,
- information and data,
- skills,
- financial resources,
- health resources,
- organisational resources.

---

<sup>1</sup> P. Healey, *Complexity and spatial strategies. Towards a rational planning for our times*, Routledge, New York 2007, p. 1.

### **Recommendation No. 3**

**Changing the organizational structure of offices**

# **#R3**

As it results from the analysis of not only the extensive literature on the subject, but also from the observation of local government practice, the proper organizational structure plays a significant role in the implementation of previously defined goals.

Each office - and we are talking about offices of local government units - operates on the basis of a specific organizational structure, focused on the implementation of public tasks in individual areas of urban policy. However, the crisis related to the COVID-19 pandemic and the requirements of post-pandemic reconstruction forces a change in the current structure, especially if two elements are taken into account.

Firstly, a change in the organizational structure of offices is necessary in a situation in which local authorities make a decision on the development of a specialist strategic document (see: earlier arrangements regarding strategies, programs, plans, etc.). It turns out that the implementation of the assumptions of such documents requires a minor reconstruction of the system of competences within the office (i.e. the liquidation of some organizational units or the creation of new ones).

Secondly, the professionalization of activities resulting from the development of a strategic document requires a certain kind of openness to the knowledge, experience and skills of so-called external entities. In this sense, the organizational structure of the office should be ready to delegate some tasks to other, specialized entities that operate outside the office itself.

Taking the above into account, it is recommended to establish not only a specialist organizational unit conducting activities in the area of crisis management (and such a crisis is undoubtedly the COVID-19 pandemic), but also the most precise possible division of tasks between the appropriate units conducting activities in relation to the areas of urban policy, while ensuring their capacity and readiness to cooperate.

## **Recommendation No. 4**

**Using the experience of other local government units**

# **#R4**

The exchange of experiences on public management, especially in the face of such a challenge as the COVID-19 pandemic, is a condition for the successful implementation of activities. It turns out that other related local government units, primarily cities, may have knowledge and information useful from the point of view of counteracting the destructive consequences of the spread of the SARS-CoV-2 coronavirus.

With the exchange of experiences in mind, it is recommended to:

- organize meetings with local authorities and city office employees to discuss problems and methods of overcoming them,
- exchange of so-called good practices relating to individual areas of urban policy,
- preparation of joint reports, guides and handbooks,
- participation in national and transnational project and expert networks, which involve representatives of local government units.

The **recommendations** formulated are preliminary in nature and are appropriate for a study such as a midterm report. Nevertheless, it can be said that they allow for drawing attention to key elements that can be treated as a condition for a proper response to the challenges related to the COVID-19 pandemic.

In other words, although the actual results of the project will be presented in a peer-reviewed scientific monograph, it is worth noting that the effectiveness and efficiency of actions taken by municipal local governments are in a full sense dependent on their approach to a crisis such as the COVID-19 pandemic. The ability to 'fight' the pandemic threat and then the potential for recovery is a derivative of appropriate preparation on both a strategic and operational level.



## Bibliography

- Alessandrini, M. et al. (2021). Local and regional finances in the aftermath of COVID-19. European Committee of the Regions. [https://cor.europa.eu/en/engage/studies/Documents/Local%20and%20regional%20finances%20in%20the%20aftermath%20of%20COVID-19/CoR\\_Local\\_and\\_regional\\_finances\\_after\\_Covid-19.pdf](https://cor.europa.eu/en/engage/studies/Documents/Local%20and%20regional%20finances%20in%20the%20aftermath%20of%20COVID-19/CoR_Local_and_regional_finances_after_Covid-19.pdf), 2.01.2023
- Antal, A. (2023). Emergency Power in Hungary and the COVID-19. Canadian Journal of European and Russian Studies, 16(3), pp. 59-77. DOI: 10.22215/cjers.v16i3.3727
- Awasthi A., Mavlankar D. (2020). COVID-19 in India: an epidemic in congested cities. BMJ Global Health, <https://blogs.bmj.com/bmjgh/2020/05/28/covid-19-in-india-an-epidemic-in-congested-cities/>, 10.11.2020.
- Balázs, I. (2021). A közigazgatás rezilienciája, avagy a magyar közigazgatás rezilienciájáról a COVID válság idején [The Resilience of Public Administration, the Hungarian Public Administration on the resilience of Hungary during the COVID crisis]. Miskolci Jogi Szemle, vol. XVI. Iss. 1, pp. 13-22.
- Balázs, I., Hoffman, I. (2020). Administrative Law in the Time of Corona(virus): Resiliency of the Hungarian Administrative Law? Studia Iuridica Lublinensia vol. XXX, 1, pp. 103-119.
- Balázs, I., Hoffman, I. (2020). Közigazgatás korona idején – a közigazgatási jog rezilienciája?. MTA Law Working Papers, 21. pp. 1-18.
- Balík, S. (2008). Česká komunální politika v obcích s rozšířenou působností. Koalice, voličské vzorce a politické strany na místní úrovni v letech 1994-2006. Brno: CDK.
- Bartolini S. (2005). Restructuring Europe. Centre Formation, System Building, and Political Structuring between the Nation State and the European Union. Oxford: Oxford University Press.

- Bekker, S. (2021). The EU's Recovery and Resilience Facility: A Next Phase in EU Socioeconomic Governance?. *Politics and Governance*, 9(3), pp. 175–185.
- Bencsik, A. (2021). Önkormányzati pénzügyek veszélyhelyzet idején – újratervezés vagy „csak” kivételes jogrend". [Municipal finances during an emergency - re-planning or "only" exceptional legal order] In: Rixer, A. (Ed.), A járvány hosszútávú hatása a magyar közigazgatásra. [The long-term effect of the epidemic to the Hungarian public administration] (237-247). Budapest: Károli Gáspár Református Egyetem Állam- és Jogtudományi Kar.
- Bokhorst, D. (2022). The Influence of the European Semester: Case Study Analysis and Lessons for its Post-Pandemic Transformation. *JCMS: Journal of Common Market Studies*, 60(1), pp. 101–117.
- Bokhorst, D. (2023). Steering National Social Reforms through the EU's Recovery Plan. In B. Vanhercke, S. Sabato, & S. Spasova (Eds.), *Social policy in the European Union: State of play 2022. Policymaking in a permacrisis*. Bussels: ETUI.
- Bokhorst, D., Corti, F. (2023). Governing Europe's Recovery and Resilience Facility: Between Discipline and Discretion. *Government and Opposition*, pp. 1–17.
- Boubínová, M. (2020). Až 950 miliard korun by mohla Česká republika čerpat z příštího sedmiletého rozpočtu a fondu obnovy. <https://denikn.cz/402911/az-950-miliard-korun-by-mohla-ceska-republika-cerpat-z-pristiho-sedmileteho-rozpocetu-a-fondu-obnovy/>, 10.10.2023
- Brady, H. E. (2000). Contributions of Survey Research to Political Science, *Political Science and Politics*, 33(1).
- Brenner, N. (1998), Global cities, global states: global city formation and state territorial restructuring in contemporary Europe, *Review of International Political Economy*, 5(1).
- Brenner, N. (2001). The limits to scale? Methodological reflections on scalar structuration, *Progress in Human Geography*, 25(1).

- Brenner, N. (2003). Standortpolitik. State Rescaling and the Metropolitan Governance in Western Europe, *disP – The Planning Review*, 152.
- Brenner, N. (2004). *New State Spaces. Urban Governance and the Rescaling of Statehood*, New York: Oxford University Press.
- Brenner, N. (2019). *New Urban Spaces. Urban Theory and the Scale Question*. New York: Oxford University Press.
- Bruegel (2023). European Union countries' recovery and resilience plans". European Union countries' recovery and resilience plans. <https://www.bruegel.org/dataset/european-union-countries-recovery-and-resilience-plans>, 10.10.2023.
- Burešová, B., Balík, S. (2019). The Discussion of Possible Savings based on the Efficiency Argument in the Smallest Municipalities? The Case Study of the Vysočina Region. *Politics in Central Europe*, 15 (2), pp. 333-354.
- Business.info (2021). Restaurace sice otevírají, ale personál jim chybí. Business.info, [businessinfo.cz/clanky/restaurace-sice-oteviraji-ale-personal-jim-chybi-servirky-i-kuchari-hledaji-vetsi-jistotu/](https://businessinfo.cz/clanky/restaurace-sice-oteviraji-ale-personal-jim-chybi-servirky-i-kuchari-hledaji-vetsi-jistotu/), 4.10.2023.
- Cabada, L. (2020). Czech Republic: Urban policies in the land of small and medium-sized towns. In K. Glinka (Ed.), *Urban Policy System in Strategic Perspective: From V4 to Ukraine* (pp. 91-118). Berlin: Peter Lang.
- CEPR (2024). State and local government finances in the time of COVID-19, <https://cepr.org/voxeu/columns/state-and-local-government-finances-time-covid-19>, 01.10.2024.
- Chakraborty, I., Maity, P. (2020). COVID-19 outbreak: Migration, effects on society, global environment and prevention, *Science of the Total Environment*, 728(1).
- Chandler, J. A. (2017). *Public policy and private interest. Ideas, self-interest and ethics in public policy*. London-New York: Routledge.
- Chatry, I. et al. (2020). The Impact of the COVID-19 crisis on regional and local governments: Main findings from the joint CoR-OECD survey. <https://www.oecd-ilibrary.org/docserver/fb952497->

en.pdf?expires=1708169188&id=id&accname=guest&checksum=057BFF8B585BBE26EE240B0C33851C6F, 2.01.2023.

- Chia, T., Oyeniran, O. I. (2020). Human health versus human rights: An emerging ethical dilemma arising from coronavirus disease pandemic, *Ethics Med Public Health*, Jul. Sep.
- Coltart, C. E. M. et al. (2017). The Ebola outbreak, 2013–2016: old lessons for new epidemics, *Philos Trans R Soc Lond B Biol Sci*, May.
- Corti, F., & Vesan, P. (2023). From Austerity-Conditionality towards a New Investment-led Growth Strategy: Social Europe after the Recovery and Resilience Facility. *Social Policy & Administration*, 57(4), pp. 513–548.
- Council of Europe. Committee of Ministers (2020). The Athens Declaration by the Committee of Ministers Chairmanship on: "Effectively responding to a public health crisis in full respect for human rights, democracy and the rule of law". CM(2020)110-final.
- Council of Europe. Congress of Local and Regional Authorities (2020). COVID-19: Local and Regional responses. Hungarian Best Practices of Local Governments Program 2020, <https://www.covid-congress-hub.org/en/city/33-hungarian-national-association-of-local-authorities--t%C3%96osz-.html>, 23.07.2023.
- Council of the European Union (2021). COUNCIL IMPLEMENTING DECISION on the approval of the assessment of the recovery and resilience plan for Czechia". EUR-lex, <https://data.consilium.europa.eu/doc/document/ST-11047-2021-INIT/en/pdf>, 10.10.2023.
- Crescenzi, R., Fratesi, U., Monastiriotis, V. (2020). Back to the Member States? Cohesion Policy and the National Challenges to the European Union. *Regional Studies*, 54(1), pp. 5–9.
- Csink, L. (2017). Mikor legyen a jogrend különleges? *Iustum Aequum Salutare*, Vol. XIII., iss. 4. pp. 7-16.
- ČSÚ (Czech Statistical Institute) (2021). Vývoj ekonomiky České republiky. Rok 2020. ČSU.

- ČT24 (2016). Místo pěší spíše mrtvá zóna. ČT24. [ct24.ceskatelevize.cz/regiony/1703050-misto-pesi-spis-mrtva-zona-centra-nekterych-mest-se-vylidnuji](https://ct24.ceskatelevize.cz/regiony/1703050-misto-pesi-spis-mrtva-zona-centra-nekterych-mest-se-vylidnuji), 24.10.2023.
- ČT24 (2023). Češi loni zvedli své úspory. ČT24. [ct24.ceskatelevize.cz/domaci/3595727-cesi-loni-zvedli-sve-uspory-rostl-ale-take-dluh-domacnosti](https://ct24.ceskatelevize.cz/domaci/3595727-cesi-loni-zvedli-sve-uspory-rostl-ale-take-dluh-domacnosti), 24.10.2023.
- CZSO (2022). Počet obyvatel v obcích České republiky k 1. 1. 2022. Český statistický úřad. <https://www.czso.cz/csu/czso/pocet-obyvatel-v-obcich-k-112022>, 10.10.2023
- Dąbrowski, M. (2012). Shallow or deep Europeanisation? The uneven impact of EU Cohesion policy on the regional and local authorities in Poland, *Environment and Planning C Government and Policy*, 30(4).
- Darvas, Z., Welsau, L. (2023). First lessons from the Recovery and Resilience Facility for the EU economic governance framework. Brussels: Economic Governance and EMU Scrutiny Unit.
- de la Porte, C., Jensen, M. D. (2021). The Next Generation EU: An Analysis of the Dimensions of Conflict Behind the Deal. *Social Policy & Administration*, 55(2), pp. 388–402.
- DiGaetano, A., Klemanski, J. S. (1993). Urban regimes in comparative perspective. *The politics of urban development in Britain*, *Urban Affairs Quarterly* 29.
- Dolejší, V. (2023). Vláda opatrně chystá změny. Má velký plan, jako spojit obce, nemocnice a školy. Seznam zprávy, <https://www.seznamzpravy.cz/clanek/domaci-zivot-v-cesku-vlada-ma-velky-plan-jak-spojit-obce-nemocnice-i-skoly-246112>, 21.10.2023.
- Domorenok, E., Guardiancich, I. (2022). The Italian National Recovery and Resilience Plan: Coordination and Conditionality. *Contemporary Italian Politics*, 14(2), pp. 191–206.
- Dunn, W. N. (2018), *Public policy analysis. An integrated approach*, New York–London: Routledge.

- DVS (2023a). Umíte si představit, že by v ČR bylo 200 obcí?. Deník veřejné správy. [dvs.cz/clanek.asp?id=6911410](https://dvs.cz/clanek.asp?id=6911410), 24.10.2023.
- DVS (2023b). Jak se mění struktura výdajů obcí. Deník veřejné správy. [dvs.cz/clanek.asp?id=6890314](https://dvs.cz/clanek.asp?id=6890314), 24.10.2023.
- Dye, T. R. (2017). Understanding public policy, Boston: Pearson.
- Easton, D. (1965a). A System Analysis of Political Life, New York: Wiley.
- Easton, D. (1965b). A Framework for Political Analysis. Englewood Cliffs, Prentice Hall.
- ECPR (2021). Impacts of the COVID-19 Pandemic in Local Governments: Qualitative and Quantitative Approaches, <https://ecpr.eu/Events/Event/PanelDetails/10811>, 10.10.2023.
- Elander I., Gustaffson M. (1993). The re-emergence of local self-government in Central Europe. Some notes on the first experience, European Journal of Political Research, 23(3).
- Elkin S. L. (1987). City and Regime in the American Republic, University of Chicago Press, Chicago.
- EUROCITIES (2020). Live updateds COVID-19, <https://covidnews.eurocities.eu/city-overview-ofmeasures/>, 10.02.2021.
- Eurocities (2021). Briefing note on the involvement of cities in the preparation of National Recovery Plans and Operational Programmes 2021-2027". Eurocities. [https://eurocities.eu/wp-content/uploads/2021/03/Eurocities-Briefing-Note\\_Cities\\_EU\\_Recovery.pdf](https://eurocities.eu/wp-content/uploads/2021/03/Eurocities-Briefing-Note_Cities_EU_Recovery.pdf), 10.10.2023.
- European Charter of Local Self-Government, Strasbourg, 15. X. 1985. ETS No. 122.
- European Commission (2021): Recovery and Resilience Facility: Hungary submits official recovery and resilience plan. Press Release 12 May 2021. [https://ec.europa.eu/commission/presscorner/detail/en/ip\\_21\\_2442](https://ec.europa.eu/commission/presscorner/detail/en/ip_21_2442), 21.01.2024.
- European Commission (2021a). Analysis of the recovery and resilience plan of Czechia. EUR-lex. <https://eur-lex.europa.eu/legal->

content/EN/TXT/?uri=CELEX%3A52021SC0211&qid=1632757011940,  
10.10.2023.

European Commission (2021b). Commission Welcomes European Parliament's Approval of RRF. European Commission. [https://ec.europa.eu/commission/presscorner/detail/en/ip\\_21\\_423](https://ec.europa.eu/commission/presscorner/detail/en/ip_21_423), 10.10.2023.

European Commission (2022). The EU as an Issuer: The NextGenerationEU Transformation. European Commission. <https://op.europa.eu/en/publication-detail/-/publication/accacfb6-0966-11ed-b11c-01aa75ed71a1/language-en/format-PDF>, 10.10.2023.

European Commission (2023). Commission endorses Hungary's €4.6 billion REPowerEU chapter, to complement its recovery and resilience plan". Press Release 23 November 2023. Accessed on January 21 2024: [https://ec.europa.eu/commission/presscorner/detail/en/IP\\_23\\_5991](https://ec.europa.eu/commission/presscorner/detail/en/IP_23_5991)

European Commission (2024): "Hungary's recovery and resilience plan". Official website of the European Union. [https://commission.europa.eu/business-economy-euro/economic-recovery/recovery-and-resilience-facility/country-pages/hungarys-recovery-and-resilience-plan\\_en?prefLang=hu](https://commission.europa.eu/business-economy-euro/economic-recovery/recovery-and-resilience-facility/country-pages/hungarys-recovery-and-resilience-plan_en?prefLang=hu), 21.01.2024.

European Commission (n.d.). Recovery and Resilience Scoreboard. European Commission. [https://ec.europa.eu/economy\\_finance/recovery-and-resilience-scoreboard/index.html?lang=cs](https://ec.europa.eu/economy_finance/recovery-and-resilience-scoreboard/index.html?lang=cs), 10.10.2023.

European Committee of the Regions (2020). Potential impacts of COVID-19 on regions and cities of the EU, <https://cor.europa.eu/en/engage/studies/Documents/IMPACTS-COVID-19.pdf>, 10.02.2021.

European Committee of the Regions (2021). The involvement of municipalities, cities and regions in the preparation of the national Recovery and Resilience Plans: Results of the CoR-CEMR targeted consultation". European Committee of the Regions.

<https://cor.europa.eu/en/engage/Documents/Cohesion%20Alliance/Reports/The%20involvement%20of%20municipalities,%20cities%20and%20regions%20in%20the%20preparation%20of%20the%20national%20Recovery%20and%20Resilience%20Plans.%20Results%20of%20the%20CoR-CEMR%20targeted%20consultation/COR-2021-00131-00-00-TCD-TRA-EN.pdf>, 10.10.2023.

European Committee of the Regions (2022). Implementation of the Recovery and Resilience Facility: The Perspective of Local and Regional Authorities Results of the CoR-CEMR Targeted Consultation. European Committee of the Regions. <https://cor.europa.eu/en/engage/brochures/Documents/RRF-consultation-2022.pdf>, 10.10.2023.

European Parliament (2020): Urban areas in the post-Covid era: Challenges and future pathways, [https://www.europarl.europa.eu/RegData/etudes/ATAG/2022/729284/EP\\_RS\\_ATA\(2022\)729284\\_EN.pdf](https://www.europarl.europa.eu/RegData/etudes/ATAG/2022/729284/EP_RS_ATA(2022)729284_EN.pdf), 10.10.2023.

Eurostat (2023). GDP per capita. European Commission, [ec.europa.eu/eurostat/databrowser/view/sdg\\_08\\_10/default/table](https://ec.europa.eu/eurostat/databrowser/view/sdg_08_10/default/table), 24.10.2023.

Finanční správa (2021). Dvacítka TOP nejvýznamnějších plátců daně z příjmů právnických osob, [financnisprava.cz/cs/financni-sprava/media-a-verejnost/tiskove-zpravy-gfr/tiskove-zpravy-2021/dvacitka-top-nejvyznamnejsich-platcu](https://financnisprava.cz/cs/financni-sprava/media-a-verejnost/tiskove-zpravy-gfr/tiskove-zpravy-2021/dvacitka-top-nejvyznamnejsich-platcu), 24.10.2023.

Finta, I. (2020). A kötelező feladatok végrehajtásának értékelése. [Evaluation of the implementation of mandatory tasks]. In Pálné Kovács, I. Önkormányzati szerepek a koronavírus járvány kezelésében. [Municipal roles in the management of the coronavirus epidemic]. KRTK Regionális Kutatások Intézete, [https://www.docs.rkk.hu/rkkweb/Palne\\_et\\_al\\_onkormanyzati\\_szerepek.pdf](https://www.docs.rkk.hu/rkkweb/Palne_et_al_onkormanyzati_szerepek.pdf), 21.01.2024.



- Glaeser E. (2011). *Triumph of the City. How our Greatest Invention Makes Us Richer, Smarter, Greener, Healthier and Happier*, Penguin Books, New York.
- Glinka, K. (2021). The biggest Polish cities in response to the first wave of the COVID-19 pandemic. The perspective of municipal self-government administration. *Przegląd Politologiczny*, 2, pp. 47-69.
- Glopolis (2021). Nevládní neziskové organizace upozorňují na netransparentní přípravu Národního plánu obnovy, který má v následujících letech rozdělit 172 miliard Kč". Glopolis, [https://glopolis.org/site/assets/files/1293/doporu\\_en\\_nno\\_k\\_npo.pdf](https://glopolis.org/site/assets/files/1293/doporu_en_nno_k_npo.pdf), 10.10.2023.
- Gonzalez Medina M., Fedeli V. (2015). Exploring European urban policy: Towards an EU-national urban agenda?, *Gestión y Análisis de Políticas Públicas*, 14(14).
- Government of the Republic of Poland (2020). Tarcza antykryzysowa. Samorządy, <https://www.gov.pl/web/tarczaantykryzysowa/dodatkowe-wsparcie-samorzady>, 10.02.2021.
- Guasti, P. (2020). The Impact of the COVID-19 Pandemic in Central and Eastern Europe. The Rise of Authorocracy and Democratic Resilience. *Democratic Theory*, 7 (2), pp. 47-60.
- Guasti, P. (2021). Democratic Erosion and Democratic Resilience in Central Europe during COVID-19. *Czech Journal of International Relations*, 56 (4), pp. 91-104.
- Guasti, P., Mansfeldová, Z., Myant, M., & Bönker, F. (2021). *Czechia Report: Sustainable Governance in the Context of the COVID-19 Crisis. Sustainable Governance Indicators*, Bertelsmann Stiftung, [https://www.soc.cas.cz/sites/default/files/publikace/sgi2021\\_czechia.pdf](https://www.soc.cas.cz/sites/default/files/publikace/sgi2021_czechia.pdf), 1.03.2023.
- Gyergyák Ferenc: Önkormányzati rendeletalkotás a 2020. évi veszélyhelyzet idején. [Adoption Local governmental decrees during the 2020 emergency]. In Rixer, Ádám ed. (2021): *A járvány hosszú távú hatása a Magyar közigazgatásra. [Long-term impact of the epidemic on the Hungarian administration]*.

- Budapest: Károli Gáspár Református Egyetem Állam- és Jogtudományi Kar. 177-202.
- Gyergyák, F. (2021). Önkormányzati rendeletalkotás a 2020. évi veszélyhelyzet idején [Municipal decree-making during the 2020 state of danger] In Rixer, A. (Ed.), A járvány hosszútávú hatása a magyar közigazgatásra. [The long-term effect of the epidemic to the Hungarian public administration] (177-203). Budapest: Károli Gáspár Református Egyetem Állam- és Jogtudományi Kar.
- Healey, P. (2007). Complexity and spatial strategies. Towards a rational planning for our times. New York: Routledge.
- Havlík, V. (2013). Města jako partner v procesu vládnutí. Brno: MUNI Press.
- Havlík, V. (2013). Města jako partner v procesu vládnutí. Příklad českých a německých měst. Brno: Muni Press.
- Hays II, G., Hayden, J., Polišínská, M. et al. (2023.). Leadership in the Times of COVID: Pandemic Responses in Central Europe. Budapest – Vienna – New York: CEU Press.
- Hegedus, D. (2020). Orbán Uses Coronavirus to Put Hungary's Democracy in a State of Danger. Transatlantic Take, 26 March 2020, pp. 1-4. <https://www.gmfus.org/sites/default/files/Hegedus%20-%20Hungary%20state%20of%20emergency.pdf>, 10.11.2023.
- Holland B. (2015). Typologies of national urban policy: A theoretical analysis, Cities, 48.
- Honey-Roses J. et al. (2020). The Impact of COVID-19 on Public Space: A Review of the Emerging Questions, [https://www.researchgate.net/publication/340819529\\_The\\_Impact\\_of\\_COVID19\\_on\\_Public\\_Space\\_A\\_Review\\_of\\_the\\_Emerging\\_Questions](https://www.researchgate.net/publication/340819529_The_Impact_of_COVID19_on_Public_Space_A_Review_of_the_Emerging_Questions), 10.11.2020.
- Hooghe L., Marks G. (2003). Unraveling the Central State, but How? Types of Multi-Level Governance, The American Political Science Review, 97, 2.
- Howland D., Larsen Becker M., Prelli L. J. (2006). Merging Content Analysis and the Policy Sciences: A System to Discern Policy-Specific Trends from News Media Reports, Policy Sciences, 39(3).

- Hungarian Central Statistical Office KSH (2024). Regional Atlas – Administrative units”. KSH. [https://www.ksh.hu/regionalatlas\\_districts](https://www.ksh.hu/regionalatlas_districts), 23.11.2023.
- Hungarian Helsinki Committee (2022). Emergency regimes in Hungary under the pandemic, [https://helsinki.hu/en/wp-content/uploads/sites/2/2022/06/HHC\\_Hungary\\_emergency\\_measures\\_overview\\_01062022.pdf](https://helsinki.hu/en/wp-content/uploads/sites/2/2022/06/HHC_Hungary_emergency_measures_overview_01062022.pdf), 29.09.2023.
- iDnes (2020). Města a obce kvůli koronaviru zrušily investice za 8.4 miliardy korun. iDnes, 24.10.2023.
- iDNES.cz (2021). Česko s výsledkem auditu EK nesouhlasí. ČSSD vládu neopustí, říká Hamáček. iDNES.cz. [https://www.idnes.cz/zpravy/domaci/ministerstvo-pro-mistni-rozvoj-babis-agrofert-stret-zajmu.A210424\\_115744\\_domaci\\_knn](https://www.idnes.cz/zpravy/domaci/ministerstvo-pro-mistni-rozvoj-babis-agrofert-stret-zajmu.A210424_115744_domaci_knn), 10.10.2023.
- Idris J., Fagbenro A. (2019). Lagos the Mega-City: A Report on How the Metropolis Handled an Outbreak of the Ebola Epidemic, in: Socio-cultural Dimensions of Emerging Infectious Diseases in Africa. An Indigenous Response to Deadly Epidemics, eds. G. B. Tangwa, A. Abayomi, S. J. Ujewe, N. S. Munung, Springer.
- Illner, M. (2006). Velikost obcí, efektivita jejich správy a lokální demokracie. In Z. Vajdová, D. Čermák, & M. Illner, Autonomie a spolupráce: Důsledky ustavení obecního zřízení v roce 1990 (pp. 15–26). Praha: Sociologický ústav Akademie věd České republiky.
- Illner, M. (2010). Top-Down or Bottom-Up? Coping with Territorial Fragmentation in the Czech Republic. In H. Baldersheim & L. E. Rose (Eds.), Territorial Choice. The Politics of Boundaries and Borders (pp. 214–233). London: Palgrave Macmillan.
- Imbroscio D. L. (1998). Reformulating urban regime theory: The division of labor between state and market reconsidered, *Journal of Urban Affairs*, 20.
- Integrovaná územní strategie Karlovarské aglomerace 2021-2027, SPF Group a Statutární město Karlovy Vary.
- Institute of Regional and Urban Development (2020). Działania miast podczas pandemii, kwiecień 2020, <http://obserwatorium.miasta.pl/wp->

- content/uploads/2020/04/Dzia%C5%82ania-miastpodczas-pandemii-marzec-2020-Grochowicz-Salata-Kochanowski-raport.pdf, 10.02.2021.
- iRozhlas (2019). Mladoboleslavská Škodovka láká na vysoké mzdy i benefity'. iRozhlas. [irozhlas.cz/ekonomika/skoda-auto-mlada-boleslav-zamestnanci-firmy-pracovnici-skodovka-platy\\_1904280909\\_lac](https://irozhlas.cz/ekonomika/skoda-auto-mlada-boleslav-zamestnanci-firmy-pracovnici-skodovka-platy_1904280909_lac), 24.10.2023.
- Ito N. C. et al. (2020). Public Capacity, Plural Forms of Collaboration, and the Performance of Public Initiatives: A Configurational Approach, *Journal of Public Administration Research and Theory*, 30(4).
- Jessop B. (2013). Hollowing out the 'Nation-State' and Multi-level Governance, In: *A Handbook of Comparative Social Policy*, (ed.) P. Kennet, Edward Elgar Publishing, Cheltenham.
- John, P. (2012). *Analyzing Public Policy* (2nd edition). New York: Routledge.
- Jones B., Keating M. (1995). *The European Union and the Regions*, Clarendon Press, Oxford.
- Jones M. (2019). *The Political Economy of Sub-National Economic Development*, Edward Elgar Publishing.
- Jordan A. (2001). The European Union. An evolving system of multi-level governance... or government?, *Policy & Politics*, 29, 2.
- Kameníčková, V. (2021). Obce v roce s pandemií. *Deník veřejné správy*. <https://www.dvs.cz/clanek.asp?id=6816298>, 24.11.2023.
- Kameníčková, V. (2022). Co mohou obce očekávat po období pandemie. *Deník veřejné správy*. <https://www.dvs.cz/clanek.asp?id=6824592>, 24.11.2023.
- Karlovarský kraj (2023). Statistiky v oblasti cestovního ruchu. [kr-karlovarsky.cz/temata/cestovni-ruch-lazenstvi/statistiky-v-oblasti-cestovniho-ruchu](https://karlovarsky.cz/temata/cestovni-ruch-lazenstvi/statistiky-v-oblasti-cestovniho-ruchu), 24.10.2023.
- Kazharski, A., Makarychev, A. (2021). Russia's Vaccine Diplomacy in Central Europe: Between a Political Campaign and a Business Project. *Czech Journal of International Relations*, 56 (4), pp. 131-146.

- Keating, M. (1998). Size, Efficiency and Democracy: Consolidation, Fragmentation and Public Choice". In D. Judge, G. Stoker, & H. Wolman (Eds.), *Theories of Urban Politics* (pp. 117–134). Los Angeles: SAGE Publications.
- Keisler, I., Lobotka, A., Kotulková, L. (2020). COVID-19: Přijatá opatření a náhrada ujmy. Prague: Wolters Kluwer.
- Kiss, M., Rácz, K. (2019). The Role of Local Government in the Development of the Local Economy: International Findings in Light of Hungarian Case Studies. In P. Futó (Ed.), *Contemporary Drivers of Local Development* (391-412). Maribor: Institute for Local Self-Government.
- Kladivová, I. (2020). Češi změnili během koronakrize nákupní zvyklosti. iRozhlas. [irozhlas.cz/ekonomika/koronavirus-v-cesku-cesko-cr-nakupovani-e-shopy\\_2012261648\\_ako](https://irozhlas.cz/ekonomika/koronavirus-v-cesku-cesko-cr-nakupovani-e-shopy_2012261648_ako), 24.10.2023.
- Klimovský, D., Pinterič, U., & Jüptner, P. (2019). Path Dependence and Local (Self-)government systems: A comparison of three CEE countries. *Politics in Central Europe*, 15 (2), 193-218.
- Koppitz, D. (2020). Města a místní ekonomika – jak po COVID-19?. PPT Presentation, [https://www.dataplan.info/img\\_upload/f96fc5d7def29509aeffc6784e61f65b/mmr\\_ls\\_covid-a-regionalni-politika\\_upr\\_fin.pdf](https://www.dataplan.info/img_upload/f96fc5d7def29509aeffc6784e61f65b/mmr_ls_covid-a-regionalni-politika_upr_fin.pdf), 1.03.2024.
- KPMG (2020b), Poland. Government and institution measures in response to COVID-19, <https://home.kpmg/xx/en/home/insights/2020/04/poland-government-and-institution-measures-inresponse-to-covid.html>, 10.11.2020.
- Kraft M. E., Furlog S. R. (2021). *Public policy. Politics, analysis, and alternatives*, CQ Press, Thousand Oaks, California.
- Kukovič, S., Haček, M. (2019). Comparative Local Governments in Europe. In P. Futó (Ed.), *Contemporary Drivers of Local Development* (75-94). Maribor: Institute for Local Self-Government.
- Kypetová, J. (2020). Kompenzační bonus a jeho dopad do rozpočtu obcí. *Deník veřejné správy*. <https://www.dvs.cz/clanek.asp?id=6795839>, 24.11.2023.

- Ladner A., Keuffer N., Baldersheim H. (2016). Measuring Local Autonomy in 39 Countries (1990–2014), *Regional & Federal Studies*, 26, 3.
- Ladner A., Keuffer N., Baldersheim H., Hlepas N., Swianiewicz P., Steyvers K., Navarro C. (2019). *Patterns of Local Autonomy in Europe. Governance and Public Management*, Palgrave Macmillan, Cham.
- Lam W. K., Zong N. S., Tam W. C. (2003). Overview on SARS in Asia and the World, *Respirology*, 8(1).
- Lapsánszky, A. (2021). A koronavírus-járvány hatása a hírközlésre és a médiára. [The impact of the coronavirus epidemic on communications and media] In: Rixer, A. (Ed.), *A járvány hosszútávú hatása a magyar közigazgatásra. [The long-term effect of the epidemic to the Hungarian public administration]* (131-149). Budapest: Károli Gáspár Református Egyetem Állam- és Jogtudományi Kar.
- Lawerack G., Manoncourt E. (2015). Key experiences of community engagement and social mobilization in the Ebola response, *Global Health Promotion*, 23, 1.
- Local Government Knowledge Base IV. Special issue of the Municipal Newsletter 2020/6.
- Local Government Knowledge Base VI., VII. Special issue of the Municipal Newsletter 2020/8-9.
- Lux, N., Faktor, Ž., Henkel, S. C., Stuchlíková, Z. (2021). Between change and continuity: European expectations towards Czech and German EU policies after the 2021 elections. *Stiftung Wissenschaft und Politik*. <https://www.europeum.org/data/articles/04-2021-workingpaper-cz-de.pdf>, 10.10.2023.
- Mair P. (1999). Searching for the Positions of Political Actors: A Review of Approaches and an Evaluation of Expert Surveys in Particular, <https://ecpr.eu/Filestore/PaperProposal/fb463aa5-49d2-4ba6-8b88-aeca865ac475.pdf>, 10.11.2020.
- Mansfeldová, Z., Perlín. R. (2022). Dopady pandemie na poskytovatele veřejných kulturních služeb. *Urbanismus a územní rozvoj*, XXV (3), pp. 9-13.

- Masci J. R., Bass E. (2017). Ebola: Clinical Patterns, Public Health Concerns, CRC Press.
- McKibbin W., Fernando R. (2020). The Global Macroeconomic Impacts of COVID-19: Seven Scenarios, [https://www.brookings.edu/wp-content/uploads/2020/03/20200302\\_COVID19.pdf](https://www.brookings.edu/wp-content/uploads/2020/03/20200302_COVID19.pdf), 10.11.2020.
- MF (Ministry of Finance) (2021). Zadluženost územních rozpočtů v roce 2021. [mfcz.cz/cs/rozpocetova-politika/uzemni-rozpocety/hospodareni-uzemnich-rozpocetu/zadluzenost-uzemnich-rozpocetu/2021/zadluzenost-uzemnich-rozpocetu-v-roce-202-49315](https://mfcz.cz/cs/rozpocetova-politika/uzemni-rozpocety/hospodareni-uzemnich-rozpocetu/zadluzenost-uzemnich-rozpocetu/2021/zadluzenost-uzemnich-rozpocetu-v-roce-202-49315), 24.10.2023.
- MF (Ministry of Finance) (2020). MF vyplatí příspěvky obcím. [mfcz.cz/cs/ministerstvo/media/tiskove-zpravy/2020/mf-vyplati-prispevky-obcim-celkem-obdrzi-39184](https://mfcz.cz/cs/ministerstvo/media/tiskove-zpravy/2020/mf-vyplati-prispevky-obcim-celkem-obdrzi-39184), 10.10.2023
- MI (2021). Veřejná správa v ČR 2020. Ministerstvo vnitra ČR: Praha.
- MI (2022). Veřejná správa v ČR 2021. Ministerstvo vnitra ČR: Praha.
- MI (Ministry of Interior) (2018). Veřejná správa v České republice, 2. vydání, Ministerstvo vnitra ČR: Praha.
- MÖSZ (2021). Miniszterelnökségi egyeztetés. Association of Hungarian Local Governments website. 2021. 02. 17. <https://moszlap.hu/hu/cikk/miniszterelnoksegi-egyeztetes-tajekoztatas-15-es-16-ora-kozott>, 10.10.2023.
- MPO (2020). Východiska Národního plánu obnovy. Úřad vlády ČR. <https://www.vlada.cz/assets/urad-vlady/poskytovani-informaci/poskytnute-informace-na-zadost/Vychodiska-NP-obnovy.pdf>, 10.10.2023
- MPO (2021a). Národní plán obnovy. Plán pro oživení a odolnost České republiky. Národní plán obnovy. <https://www.brizy.cloud/customfile/cf0a834e19036bd70ea284723ccb087c.zip>, 10.10.2023
- MPO (2021b). Statut Řídícího výboru Národního plánu obnovy. Národní plán obnovy. <https://www.planobnovy.cz/ke-stazeni>, 10.10.2023

- MPO (2021c). Statut Výboru Národního plánu obnovy. Národní plán obnovy. <https://www.planobnovycr.cz/ke-stazeni>, 10.10.2023
- MPO (2021d). Zápis z Výboru Národního plánu obnovy, 11. říjen 2021. Národní plán obnovy. <https://www.planobnovycr.cz/ke-stazeni>, 10.10.2023
- MPO (2022). Zápis z Řídícího výboru Národního plánu obnovy, 21. listopad 2022. Národní plán obnovy. <https://www.planobnovycr.cz/ke-stazeni>, 10.10.2023
- MPO (2023). Public debate on the National Recovery Plan culminates. Ministerstvo průmyslu a obchodu ČR. <https://www.mpo.cz/en/guidepost/for-the-media/press-releases/public-debate-on-the-national-recovery-plan-culminates--260987/>, 10.10.2023
- MPSV (Ministry of Labour and Social Affairs) (2021). Analýza vývoje zaměstnanosti v roce 2020.
- Nemec, J., Špaček, D. (2020). The Covid-19 pandemic and local government finance: Czechia and Slovakia. *Journal of Public Budgeting, Accounting & Financial Management*, 32(5), pp. 837-846.
- Novák, J. (2021) Analýza ekonomických dopadů Covid-19 na veřejné kulturní služby v ČR. Národní informační a poradenské středisko pro kulturu.
- Novák, J., (2022). Ekonomické dopady pandemie COVID-19 na českou kulturu. *Národopisná revue*, 33 (2), pp. 138-149.
- Novinky.cz (2022). Mattoni loni zvýšila tržby. [novinky.cz/clanek/ekonomika-mattoni-loni-zvysila-trzby-na-16-miliard-40391679](https://www.novinky.cz/clanek/ekonomika-mattoni-loni-zvysila-trzby-na-16-miliard-40391679), 24.10.2023.
- NUDZ (Národní ústav duševního zdraví) (2021). V důsledku pandemie covid se s duševním onemocněním potýká téměř každý třetí dospělý. [nudz.cz/pro-media/tiskove-zpravy/v-dusledku-pandemie-covid-19-se-s-dusevnim-onemocnenim-potyka-temer-kazdy-treti-dospely-podporu-nabidne-novy-web](https://www.nudz.cz/pro-media/tiskove-zpravy/v-dusledku-pandemie-covid-19-se-s-dusevnim-onemocnenim-potyka-temer-kazdy-treti-dospely-podporu-nabidne-novy-web), 24.10.2023.
- Organisation for Economic Cooperation and Development (2020). First lessons from government evaluations of COVID-19 responses: A synthesis, <https://www.oecd.org/en/publications/first-lessons-from-government->



evaluations-of-covid-19-responses-a-synthesis\_483507d6-en.html,  
23.10.2024.

Organisation for Economic Cooperation and Development (2020a). The impact of the COVID-19 crisis on regional and local governments,

Organisation for Economic Cooperation and Development (2020b). The territorial impact of COVID-19: Managing the crisis across levels of government, [https://www.oecd.org/en/publications/the-territorial-impact-of-covid-19-managing-the-crisis-across-levels-of-government\\_d3e314e1-en.html](https://www.oecd.org/en/publications/the-territorial-impact-of-covid-19-managing-the-crisis-across-levels-of-government_d3e314e1-en.html)

Organisation for Economic Cooperation and Development (2020c). The impact of the COVID-19 crisis on regional and local governments, <https://www.oecd.org/governance/the-impact-of-the-covid-19-crisis-on-regional-and-local-governments-fb952497-en.htm>, 10.02.2021.

Organisation for Economic Cooperation and Development (2020d). Key impacts, <http://www.oecd.org/coronavirus/en/#key-impacts>, 10.11.2020.

Organisation for Economic Cooperation and Development (2020e). Key policy responses from the OECD, <http://www.oecd.org/coronavirus/en/policy-responses>, 10.11.2020.

Organisation for Economic Cooperation and Development (2021a). Improving subnational governments' resilience in the wake of the COVID-19 pandemic, [https://www.oecd.org/en/publications/improving-subnational-governments-resilience-in-the-wake-of-the-covid-19-pandemic\\_6b1304c8-en.html](https://www.oecd.org/en/publications/improving-subnational-governments-resilience-in-the-wake-of-the-covid-19-pandemic_6b1304c8-en.html)

Organisation for Economic Cooperation and Development (2021a). More resilient public administrations after COVID-19, [https://www.oecd.org/en/publications/more-resilient-public-administrations-after-covid-19\\_8d10bb06-en.html](https://www.oecd.org/en/publications/more-resilient-public-administrations-after-covid-19_8d10bb06-en.html)

Organisation for Economic Cooperation and Development (2023a). Případová studie covid-19: Posílení koordinačních mechanismů pro účinnější krizové řízení v České republice. In Přehled o stavu veřejné správy: Česká Republika:

- Česká republika na cestě k modernější a efektivnější veřejné správě. Paris: OECD Publishing, <https://doi.org/10.1787/01c07ad6-cs>, 25.02.2024.
- Organisation for Economic Cooperation and Development (2023b). OECD Public Governance Reviews: Czech Republic Towards a More Modern and Effective Public Administration, [oecd-ilibrary.org/sites/f4b603c6-en/index.html?itemId=/content/component/f4b603c6-en](https://oecd-ilibrary.org/sites/f4b603c6-en/index.html?itemId=/content/component/f4b603c6-en), 24.10.2023.
- Pálné Kovács, I. (2020). Önkormányzati szerepek a koronavírus járvány kezelésében. [Municipal roles in the management of the coronavirus epidemic]. KRTK Regionális Kutatások Intézete. [https://www.docs.rkk.hu/rkkweb/Palne\\_et\\_al\\_onkormanyzati\\_szerepek.pdf](https://www.docs.rkk.hu/rkkweb/Palne_et_al_onkormanyzati_szerepek.pdf), 21.01.2024.
- Pászto, V., Macků, K., Burian, J. (2022). Anti- and Post-COVID Measures Taken by the Czech Government in the Relation to the Spatial Distribution of COVID-19 Indicators. In: C. Nunes Silva (Ed.), Local Government and the COVID-19 Pandemic: A Global Perspective (pp. 507-537). Cham, Springer.
- Paulenková, K. (2021). Číšníci a kuchaři se zpět nehrnou. Vadí nejistota. Mladá Fronta DNES, p. 8. <https://amsp.cz/wp-content/uploads/2021/05/mf-dnes-stredni-cechy-2021-05-17-strana-8.pdf>, 25.02.2024.
- Pečinková, I. (2021). Zoufalý nedostatek zaměstnanců v Česku. Lidovky.cz. [lidovky.cz/byznys/zoufaly-nedostatek-zamestnancu-v-cesku-jake-profese-jsou-nejzadanejsi-a-kolik-v-nich-muzete-vydelat.A210913\\_193332\\_ln\\_ekonomika\\_lros](https://lidovky.cz/byznys/zoufaly-nedostatek-zamestnancu-v-cesku-jake-profese-jsou-nejzadanejsi-a-kolik-v-nich-muzete-vydelat.A210913_193332_ln_ekonomika_lros), 24.10.2023.
- Plaček, M., Špaček, D., Ochrana, F. (2020). Public leadership and strategies of Czech municipalities during the COVID-19 pandemic – municipal activism vs municipal passivism. International Journal of Public Leadership, 17(1), pp. 108-117.
- Poland.In. (2020). PM announces border lockdown, other virus countermeasures, <https://polandin.com/47115218/pm-announces-border-lockdown-other-virus-countermeasures>, 10.11.2020.

- Poncarová, J. (2021). Jak koronavirus proměnil realitní trh. E15. [e15.cz/finexpert/bydlime/jak-koronavirus-promenil-realitni-trh-a-co-nas-ceka-1378721](https://e15.cz/finexpert/bydlime/jak-koronavirus-promenil-realitni-trh-a-co-nas-ceka-1378721), 24.10.2023.
- Pósfai, I., Merényi, M. M. (2023). Local Governance in the Crosshairs: An Overlooked Front of the Struggle for European Democracy. K-Monitor Working Papers, 1. <https://localgov2023.k-monitor.hu/download-the-study/>
- Qui W., Hu C., Mao A., Wu J. (2018). The Impacts on Health, Society, and Economy of SARS and H7N9 Outbreaks in China: A Case Comparison Study, *Journal of environmental and Public Health*.
- Reviglio, P. (2023). European Cities in Europe's Recovery Plan: An Historical Opportunity for Urban Transformation? *Urban Research & Practice*, 16(3), pp. 483–487.
- Rixer, A. (2021). A COVID-19 koronavírus-járvány hatása a magyar közigazgatásra: a kettős fejlődés modellje. [The impact of the COVID-19 coronavirus epidemic on the Hungarian public administration: the model of dual development] In Rixer, A. (Ed.), *A járvány hosszútávú hatása a magyar közigazgatásra. [The long-term effect of the epidemic to the Hungarian public administration]* (47-69). Budapest: Károli Gáspár Református Egyetem Állam- és Jogtudományi Kar/
- Rixer, Á. (Ed.) (2021). *A járvány hosszú távú hatása a Magyar közigazgatásra. [Long-term impact of the epidemic on the Hungarian administration]*. Budapest: Károli Gáspár Református Egyetem Állam- és Jogtudományi.
- Ryšavý, D. (2006). Komunální je komunální a velká je velká! K hypotéze politizace lokálních politických elit. *Sociologický časopis*, 42 (5), pp. 953-970.
- Sdružení místních samospráv České republiky (2021). Zbrklé a neúčelné. Vláda ignorovala stovky připomínek. Sdružení místních samospráv České republiky. <https://www.smscr.cz/legislativa/dotace-a-mezinarodni-vztahy/stategicke-dokumenty/zbrkle-a-neucelne-vlada-ignorovala-stovky-pripominek-605cs.html>, 10.10.2023.

- Seznam.cz (2023). Dvě města, která nouzový stav v Česku odnesla úplně nejhůř. Seznam.cz, seznamzpravy.cz/clanek/dve-mesta-ktera-nouzovy-stav-v-cesku-odnesla-uplne-nejhur-105132, 24.10.2023.
- Siket, J. (2021). Centralisation and Reduced Financial Resources: A Worrying Picture for Hungarian Municipalities. *Central European Public Administration Review*, Vol. 19, No. 1, pp. 261-280.
- SMO (Svaz měst a obcí) (nd). Dopad pandemie koronaviru COVID-19 na investiční aktivity a plány municipalit. Dotazníkové šetření, smocr.cz/cs/novinky/vse-o-koronaviru?p=1, 24.10.2023.
- Soukeníková, E. (2022). Vary jsou zabité. Z města, kde se mísí nezaměstnanost s blbou náladou. Seznam zprávy. seznamzpravy.cz/clanek/domaci-zivot-v-cesku-vary-jsou-zabite-z-mesta-kde-se-misi-nezamestnanost-s-blbou-naladou-185874, 24.10.2023.
- Špásová, K. (2021). Další rána po kovidu. Hospodám chybí personál'. Deník.cz, denik.cz/podnikani/dalsi-rana-covidu-hospody-jsou-bez-personalu-chybi-cisnici-i-kuchari-20210917.html, 24.10.2023.
- Štaidl, O. (2020). Automobilový průmysl vyčíslil první dopady pandemie'. *Automobilrevue*, automobilrevue.cz/rubriky/testy/predstavujeme/automobilovy-prumysl-vycislil-prvni-dopady-pandemie\_47925.html, 24.10.2023.
- Stier A. J., Berman M. G., Bettencourt L. M. A. (2020). COVID-19 attack rate increases with city size, Cornell University, <https://arxiv.org/abs/2003.10376>, 10.11.2021.
- Stulík, O., Naxera, V. (2022). One Flew over the Stork's Nest: Neopatrimonial Populism of Czech Prime Minister Andrej Babiš. *Journal of Comparative Politics*, 15(2), pp. 39–55.
- The Office of the National Assembly (2021). Helyi önkormányzatok a Covid járvány idején [Local governments during the COVID-19 pandemic]. *Infojegyzet*. 11, [https://www.parlament.hu/documents/10181/39233854/Infojegyzet\\_202](https://www.parlament.hu/documents/10181/39233854/Infojegyzet_202)

- 1\_11\_helyi\_onkormanyzatok\_a\_COVID-19\_jarvany\_idejen.pdf/ceb57cdd-ddf5-ed27-d328-35e00dc8d12e?t=1618210026713, 15.01.2024
- TÖOSZ (2020). Tíz, koronavírust érintő témában fordult a kormányhoz a TÖOSZ. News, announcements. 2020. 04. 18. <https://xn--tosz-5qa.hu/news/561/73/Tiz-koronavirust-erinto-temaban-fordult-a-Kormanyhoz-a-ToOSZ/>, 28.10.2023.
- Trousilová, A. (2021). Škoda Auto zastavila výrobu. Novinky.cz, [novinky.cz/clanek/ekonomika-skodovka-ode-dneska-do-konce-roku-vyrazne-omezi-ci-zastavi-vyrobu-40375200](https://novinky.cz/clanek/ekonomika-skodovka-ode-dneska-do-konce-roku-vyrazne-omezi-ci-zastavi-vyrobu-40375200), 23.04.2023.
- UNESCO (2020). Creative Cities' response to COVID-19, <https://en.unesco.org/creative-cities/content/cities-response-covid-19>, 10.02.2021.
- United Nations (2020a). COVID-19 in an Urban World, <https://unhabitat.org/un-secretary-generals-policy-brief-on-covid-19-in-an-urban-world>, 23.11.2023
- United Nations (2020b). COVID-19 in an Urban World. <https://www.un.org/en/coronavirus/covid-19-urban-world>, 23.11.2023
- United Nations (2020c). United Nations: Policy Brief: COVID-19 in an Urban World, July 2020, [https://www.un.org/sites/un2.un.org/files/sg\\_policy\\_brief\\_covid\\_urban\\_world\\_july\\_2020.pdf](https://www.un.org/sites/un2.un.org/files/sg_policy_brief_covid_urban_world_july_2020.pdf), 10.02.2021
- United Nations Procurement Division (2020d), COVID-19 and Human Development: Assessing the Crisis, Envisioning the Recovery, [http://hdr.undp.org/sites/default/files/covid-19\\_and\\_human\\_development\\_0.pdf](http://hdr.undp.org/sites/default/files/covid-19_and_human_development_0.pdf), 10.11.2020.
- Urban Policy Principles (2023). Zásady urbání politiky, Aktualizace 2023. Ministry of Regional Development of the Czech Republic,, <https://mmr.gov.cz/getmedia/64fd2937-1531-4bc8-8965-561ce9463c30/Zasady-urbanni-politiky-Aktualizace-2023.pdf.aspx?ext=.pdf>, 23.02.2024

- Uzzoli, A., Kovács, S. Zs., Páger, B., Szabó T. (2021). A hazai COVID-19-járványhullámok területi különbségei. [Regional inequalities in the waves of the COVID-19 pandemic in Hungary], [https://www.ksh.hu/statszemle\\_archive/terstat/2021/2021\\_03/ts610302.pdf](https://www.ksh.hu/statszemle_archive/terstat/2021/2021_03/ts610302.pdf), 19.12.2023.
- Verebélyi, I. (1995). Az önkormányzatiság alkotmányos alapjai (II.). [Constitutional basis of self-governance II.] Magyar Közigazgatás, 10, pp. 545–561.
- Vodička, K., Cabada, L. (2011). Politický systém České republiky: Historie a současnost. Prague: Portál.
- Vojtěch, V. (2017). Struktura a rozmístění provozoven v hl. m. Praze v roce 2016. Praha: IPR Praha Sekce strategií a politik.
- Vojtěch, V. (2021). Finanční zdraví provozoven v hl. m. Praze v únoru 2021. IPR Praha Sekce strategií a politik: Praha.
- WHO COVID-19. Dashboard (2021). Hungary: Coronavirus Pandemic Country Profile. Our word in Data. <https://ourworldindata.org/coronavirus/country/hungary#what-is-the-daily-number-of-confirmed-cases>. 10.09.2023.
- World Bank (2020), Understanding the Coronavirus (COVID-19) pandemic through data, <http://datatopics.worldbank.org/universal-health-coverage/coronavirus/>, 10.11.2020.
- World Health Organization (2020a), Transcript of UN Secretary-General's virtual press encounter to launch the Report on the Socio-Economic Impacts of COVID-19, <https://www.un.org/sg/en/content/sg/press-encounter/2020-03-31/transcript-of-un-secretary-general%E2%80%99s-virtual-press-encounter-launch-the-report-the-socio-economic-impacts-of-covid-19>, 10.11.2020.
- World Health Organization (2020b), Strengthening preparedness for COVID-19 in cities and urban settings: interim guidance for local authorities, <https://apps.who.int/iris/bitstream/handle/10665/331896/WHO-2019->

nCoVUrban\_preparedness-2020.1-eng.pdf?sequence=1&isAllowed=y,  
10.02.2021.

World Health Organization Europe (2020), City responses through COVID-19,  
<https://www.euro.who.int/en/health-topics/environment-and-health/urban-health/who-european-healthy-cities-network/the-who-european-healthy-cities-network-a-response-to-the-covid-19-pandemic-closeto-the-people/city-responses-through-covid-19>, 10.02.2021.

Zachová, A. (2020). Babiš předal von der Leyenové národní plán obnovy. Dokument je terčem kritiky. euractiv.cz. <https://euractiv.cz/section/evropske-finance/news/babis-predal-von-der-leyenove-narodni-plan-obnovy-dokument-je-tercem-kritiky/>. 10.10.2023.

Zongor, G. (2020). Egyedül nem megy (még az önkormányzatoknak sem). (You can't do it alone (not even for municipalities). Comitatus, Vol. 30. No. 236, pp. 42-53.

Zongor, G. (2020). Egyedül nem megy (még az önkormányzatoknak sem)” [Cannot do it alone (even for municipalities)]– Comitatus. Önkormányzati Szemle vol. 30, Iss. 3-4, pp. 42-53.

## Contact

[postcovidrecovery@uwr.edu.pl](mailto:postcovidrecovery@uwr.edu.pl)



The project is co-financed by the Governments of Czechia, Hungary, Poland and Slovakia through Visegrad Grants from International Visegrad Fund. The mission of the fund is to advance ideas for sustainable regional cooperation in Central Europe.