

Appendix
to the Resolution No. XLVIII/649/2005
of the Regional Parliament of the
Lower Silesia Voivodship
of November 30th, 2005

**THE 2020 DEVELOPMENT STRATEGY
FOR THE LOWER SILESIA
VOIVODSHIP**

WROCŁAW, NOVEMBER 2005

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1. Introduction

The development strategy of a Voivodship is the most important document drawn up by the self-governments of the Voivodships, because it specifies the objectives and priorities of the regional development strategy. Moreover, a good **strategy** should also be of an **integrative** nature not only with respect to the inhabitants of the Voivodship, but also to non-government organizations and public administration units of all levels operating in a given area.

The obligation to draw up this document was imposed on the Voivodships by the Act of June 5th, 1998 on the self-government of a Voivodship (uniform text: Journal of Laws of 2001, No. 142, item 1590, as amended). In chapter 2 of the aforementioned Act, "Scope of Activity" (Articles 11 - 12a) and in chapter 3, "Provincial Authorities" (Article 18) the legislator specified the roles of individual bodies of the self-government of a Voivodship in the scope of drawing up the strategy, including the relevant procedure and guidelines for cooperation with other entities. Pursuant to the Act, the principles, the mode and the schedule for drawing up the strategy are defined in detail by a Resolution of the regional parliament of a given Voivodship. One of the key tasks of the self-government of a Voivodship in the process of drawing up the strategy is also ensuring proper cooperation with the local government units of the Voivodship, the economic self-government, professional self-government, government administration, other Voivodships, non-government organizations, universities and scientific research units. While performing this task the self-government of a Voivodship may and should cooperate also with international organizations and regions from other countries, especially the neighbouring countries.

With the strategy as the most basic planning document that is a point of reference for operational documents on the level of a Voivodship, it was specified in the national regional development policy system as the basis for the evaluation of the National Regional Development Strategy by the managements of the Voivodships, as well as for performing any developmental actions within a Voivodship. With such assumptions, the strategy of a Voivodship should include:

1. Fostering Polish heritage, development and shaping of national, citizen and cultural awareness of the inhabitants, as well as local awareness.
2. Stimulating economic activity.
3. Increasing the level of competitiveness and innovativeness of the Voivodship's economy.
4. Preserving the value of the cultural and natural environment, taking the needs of the future generations into consideration.
5. Shaping and maintaining spatial order.

The purpose of this document is to indicate the directions for economic and infrastructural development. It is also to serve as a tool for improving the living conditions of the inhabitants of Lower Silesia.

One of the important goals is to activate the inhabitants of Lower Silesia by increasing commitment to the implementation of public tasks, including tasks taken up by the Self-government of the Lower Silesia Voivodship. Mobilizing the Lower Silesians to help solving the most urgent problems that might hamper this process

shall increase the feeling of being responsible for a sustainable development of the region. Non-government organizations play an important role in the creation of a civic society based on mutual respect and responsibility for the “local community”. These organizations should become a significant partner of the provincial self-government and should participate in the implementation of tasks associated with the *Strategy*.

Pursuant to the provisions of Article 18 of the Act on provincial self-governments the final decision on the Voivodship development strategy is made by the regional parliament. After the subject resolution is passed, the document is submitted to a minister competent for regional development issues. In consequence the minister plays a significant part in managing the national regional development policy.

The Act on the National Development Plan (NDP) came into force on June 8th, 2004 and provided a system regulation of the issues related to the manner the national regional development policy is handled. Its purpose is to:

- draw up legal framework for using funds from national and EU sources,
- support the social-economic development of the country,
- ensure social, economic and spatial cohesion with regions of EU Member States,
- institutionally implement EU regulations.

The NDP for 2007-2013 will be a superior national programme document, coordinated with the following strategies:

- regional development,
- development of particular sectors (agriculture, power industry, housing, transport),
- horizontal, i.e. referring to a single aspect in multiple sectors and regions (e.g. education, research and development, environment protection).

Thanks to the above the 2007-2013 NDP will be an internal policy tool, But it will also be a basis for negotiations with the European Union with relation to financial support from UE funds. The challenges the NDP is facing include:

1. A reform of the labour market (e.g. employment increase, qualification and professional and spatial mobility improvement).
2. A reform of the product market (e.g. improving the profitability of selected sectors, strengthening competitiveness in infrastructural sectors).
3. Promoting knowledge economy (e.g. improvement of research and development activities, promotion of innovativeness, improvement of Internet access).
4. Reorienting the science and education system, as well as the creation of a social capital (e.g. concentration of scientific research in areas significant for national development, improvement of the qualifications of educational staff, adapting educational programmes to environmental needs).
5. A reform of the social security and health care systems (e.g. creating a system for supporting the elderly, improving health care service availability and quality, counteracting social exclusion).
6. Housing development (e.g. developing the ‘apartment for lease’ programme, increasing investments by inviting private capital).
7. Modernization of the transport infrastructure (e.g. development of intermodal systems, improving transport safety, adapting main roads to EU standards).

8. Environment protection (e.g. modernization or construction of a sewage treatment plant, remediation of landfills).

In order to reach the goals of the new NPD the following resources will be employed:

- a) public Community resources:
- structural funds,
 - Cohesion Fund,
 - funds from the European Investment Bank;
- b) public national resources:
- funds from the national budget,
 - national special purpose funds,
 - funds from the budgets of territorial self-government units;
- c) private national resources:
- beneficiaries' own participation.

The goal of the government of the Republic of Poland is to create an NPD that will have two different dimensions: regional and national. This means that it will combine the regional development strategy with the national social-economic development strategy. The implementation of 16 regional programmes for the years of 2007-2013 passed by regional parliaments of the Voivodships (instead of a single one - currently ZPORR) as it is provided by the Act on the NDP will be possible only when the current institutional system is changes and the issues related to competences of government and self-government administration in this process is clarified.

The “Assumptions for updating the 2020 Development Strategy for the Lower Silesia Voivodship” prepared for the Ministry of Economy and Labour according to a specified template was the first stage of the work on the creation of the expected *Strategy*.

As a result of the works performed on the updated *Strategy* an assumption, developed during a number of workshops with the participation of representatives (experts) of the Marshall Offices. that the “Assumptions for updating” document should be a kind of a determinant for the structure of the updated *Development Strategy for the Lower Silesia Voivodship*” was made. In the case of the Lower Silesia Voivodship it mostly means a thorough reconstruction of the logical layout of the original *Strategy*, including also the introduction of numerous changes in the terminology used (including, for example, departure from the category of “domains”).

According to the decisions made the concentration of the updated *Strategy* on the goals and priorities identified in the key European Union documents (including, first and foremost, the Lisbon Strategy and the Goeteborg Strategy) is to be an important novelty. It does not, however, limit the autonomy of self-government authorities in the scope of specifying its own regional goals and priorities that are the quintessence of the *Strategy*. On the contrary, in spite of the countrywide integration of the expectations related to the creation of formal strategies, their contents should increasingly depend on regional communities.

This document is an attempt at meeting these requirements. It was created on the basis of the *Assumptions* for updating the previous strategy, the discussion conducted by the specially appointed Steering Committee, the commissioned expertises related to various areas of the social-economic life. All these elements are

bound together with the knowledge of the editorial staff, which was governed by both the opinions of the experts and the opinions of the regional communities expressed in surveys or reported directly to the members of the team. The agreed structure of the document is compliant with the arrangements made during consultations of the representatives of Marshal Offices and the Ministry of Economy and Labour held in 2004.

Synthesis of the diagnosis

Identification of a point of reference for strategic actions taking the form of a diagnosis of the current state or processes taking place in the region is a fundamental element of the strategy, resulting from generally used procedures. According to the arrangements made during the works of the *Steering Committee for the Creation of a Draft of the 2020 Development Strategy for the Lower Silesia Voivodship*, the main part of the diagnosis is presented in Annex No. 1 “**Social-economic diagnosis of the region**”. Only selected (according to their importance) findings and conclusions following the analysis performed are presented below.

Poland's, and thus also the Lower Silesia Voivodship's division into territorial units of different levels of the NUTS system has much significance for programming of regional development. The Lower Silesia Voivodship was divided into four NUTS 3 territorial units, namely the Jeleniogórsko-Wałbrzyski, Legnicki, Wrocławski sub-regions and the city of Wrocław. When set against the background of the national economic background, the region of Lower Silesia looks favourably. However, when analyzed on the NUTS 3 level it becomes apparent that the relatively good position is mostly due to the city of Wrocław and the Legnicki sub-region. When compared to regions from outer European Union countries there are no reasons to be very content with the economic situation of Lower Silesia. Even the neighbouring regions of the Czech Republic and Germany are more economically developed.

The mining industry is characteristic for the economic structure of the region. In this respect the most important mining operations are carried out on copper and silver ore deposits in the Legnicko-Głogowski Copper Region, brown coal deposits in the Bogatynia commune, road and construction stone, fire clay (the Rusko - Jaroszów deposit) and natural gas. The Strzegom - Sobótka massif is the largest area of documented granite deposits in the entire Poland. Lower Silesia has the largest deposits and mines the most road and construction stones in Poland. Over 50% of the national deposits of these resources are located in this region.

There are also rich and diverse deposits of mineral and therapeutic waters, including radioactive and thermal waters in the Voivodship. The lay of the land, the natural environment conditions, the cultural assets and the history of the region cause tourism to be one of the primary areas of activity in Lower Silesia. This conclusion finds confirmation in the increasing interest in this region shown by foreign tourists. However, decreases in the number of health resorts and the total number of their visitors is disturbing.

Other unfavourable phenomena include the fact that the Lower Silesia Voivodship is accounted among areas of the highest degree of damage to the forest stand, which shows significant degradation of the region's natural environment. Moreover, in 2003 the Voivodship had nearly half the country's average area of legally protected areas per inhabitant. If this trend holds, the development of tourism and recreation may be endangered. The devastated and degraded areas in the Lower Silesia Voivodship are mostly related with mining and industrial activities, as well as former Soviet military bases.

As far as communications infrastructure, the “bloodstream” of the social-economic system, is concerned, it is important that the road network of the Lower Silesia Voivodship is one of the densest in the country. At the same time it means that its current maintenance requires relatively high outlays, thus decreasing the funding in other areas (e.g. investment) without any significant improvement of the capacity or the creation of new development strips along new routes. In addition, similarly to other Polish regions, in the last few years the total length of active railway lines on Lower Silesia experienced a major decrease, followed by a decrease in their spatial accessibility. The significant increase in the traffic on the Wrocław airport, including foreign traffic, observed over the course of the past few years is a positive trend showing the progress of Wrocław’s metropolisation.

Another phenomenon characteristic for the Lower Silesian region is the decreasing population (by over 80 thousand people in 1999-2004). It is associated both with the ageing society and with migration. It is forecasted that the general decrease in the population will not be equally distributed in the region. This phenomenon is to be the strongest in the Jeleniogórsko-Wałbrzyski sub-region and in the city of Wrocław, whereas the Wrocławski sub-region is expected to experience an increase of its population. This process is associated with the clearly visible phenomenon of suburbanization - migration of the populace, mostly from large urban centres, to suburban rural areas.

There is a relatively high unemployment in the region, its causes being characteristic for entire Poland, but also due to the region’s economic structure (relatively low, when compared to the national average, in agriculture and a collapse of the mining sector in the Wałbrzyskie coalfield). The unemployment in Lower Silesia shows an extremely unfavourable characteristic found in its structure, namely the increasing percentage of unemployed persons with higher education. At the same time, there are 5,544 students per 100 thousand inhabitants in Lower Silesia, whereas the national average is 4,835. These rates are higher than in most European Union countries. One should consider, whether the high scholarisation will cause - as it is commonly believed - an increase of professional activity in the region and a decrease of unemployment.

An important issue related to social problems is the increase in the number of people with alcohol problems. A statistically significant increase in the percentage of persons with an excessive use of alcohol problem concerns also pupils and students. The situation is similar in the area of psychoactive substances, reflected in the number of people cured in withdrawal clinics in a given year. The increasing share of persons from younger age groups is another harbinger of the growing threat of this phenomenon. Moreover, the Lower Silesia Voivodship is accounted among regions with a high crime threat ratio. The fact that the Voivodship is located at the border of Poland has a significant impact on this ratio. The analyzed period shows an increase in crime.

Despite these unfavourable trends, Lower Silesia stands out for its social activity, when compared to other Voivodships, especially in the case of non-government organizations.



2020 DEVELOPMENT STRATEGY FOR THE LOWER SILESIA VOIVODSHIP
 LOWER SILESIA AGAINST THE BACKGROUND OF EUROPE



Legend



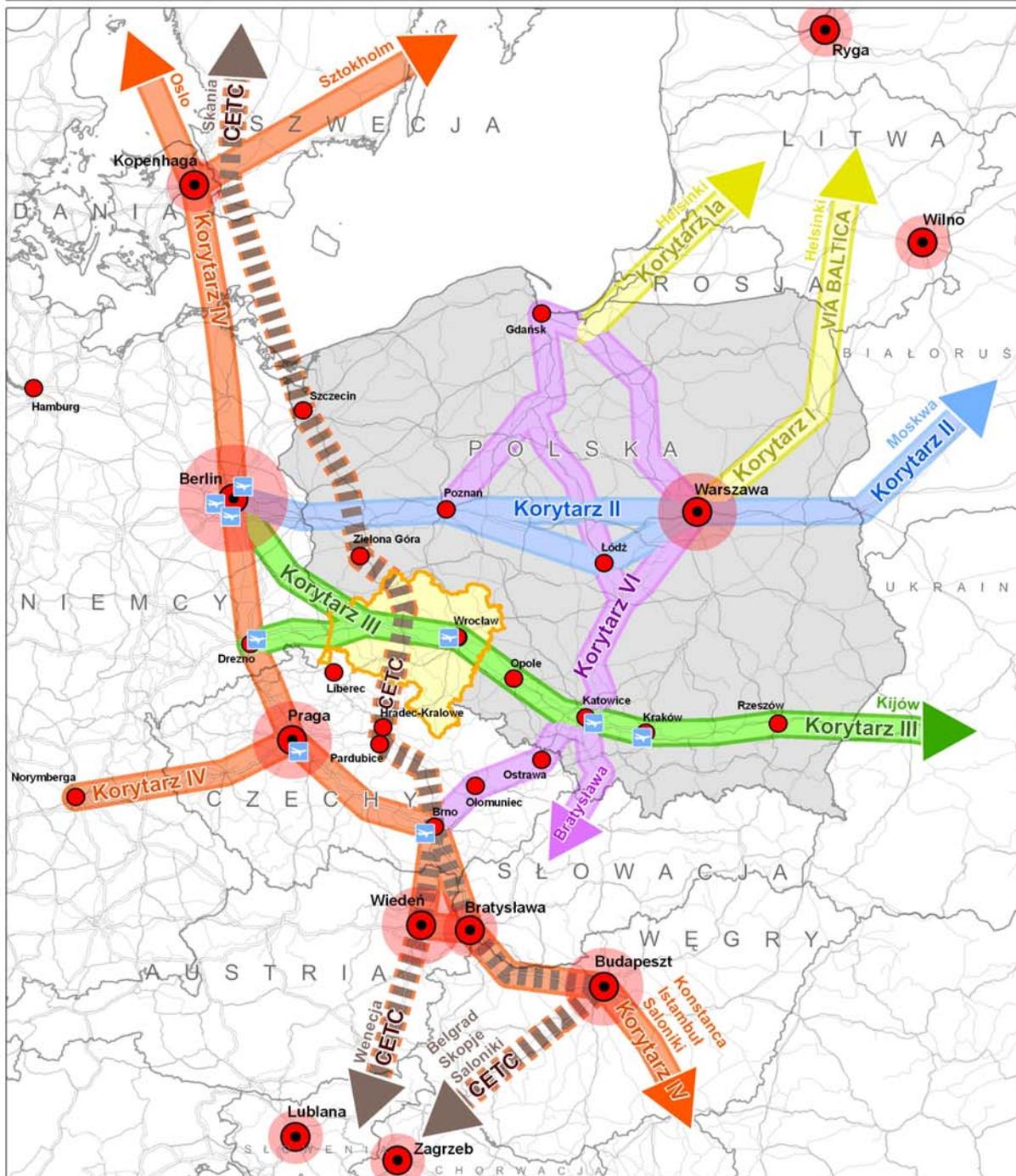
- capitals of European countries with population over 11 million
- capitals of European countries with population over 3 million and below 5 million
- capitals of European countries with population over 1.5 million and below 2 million
- capitals of European countries with population over 0.5 million and below 1.5 million
- capitals of European countries with population below 0.5 million

The Blue Banana - Europe's economic heartland





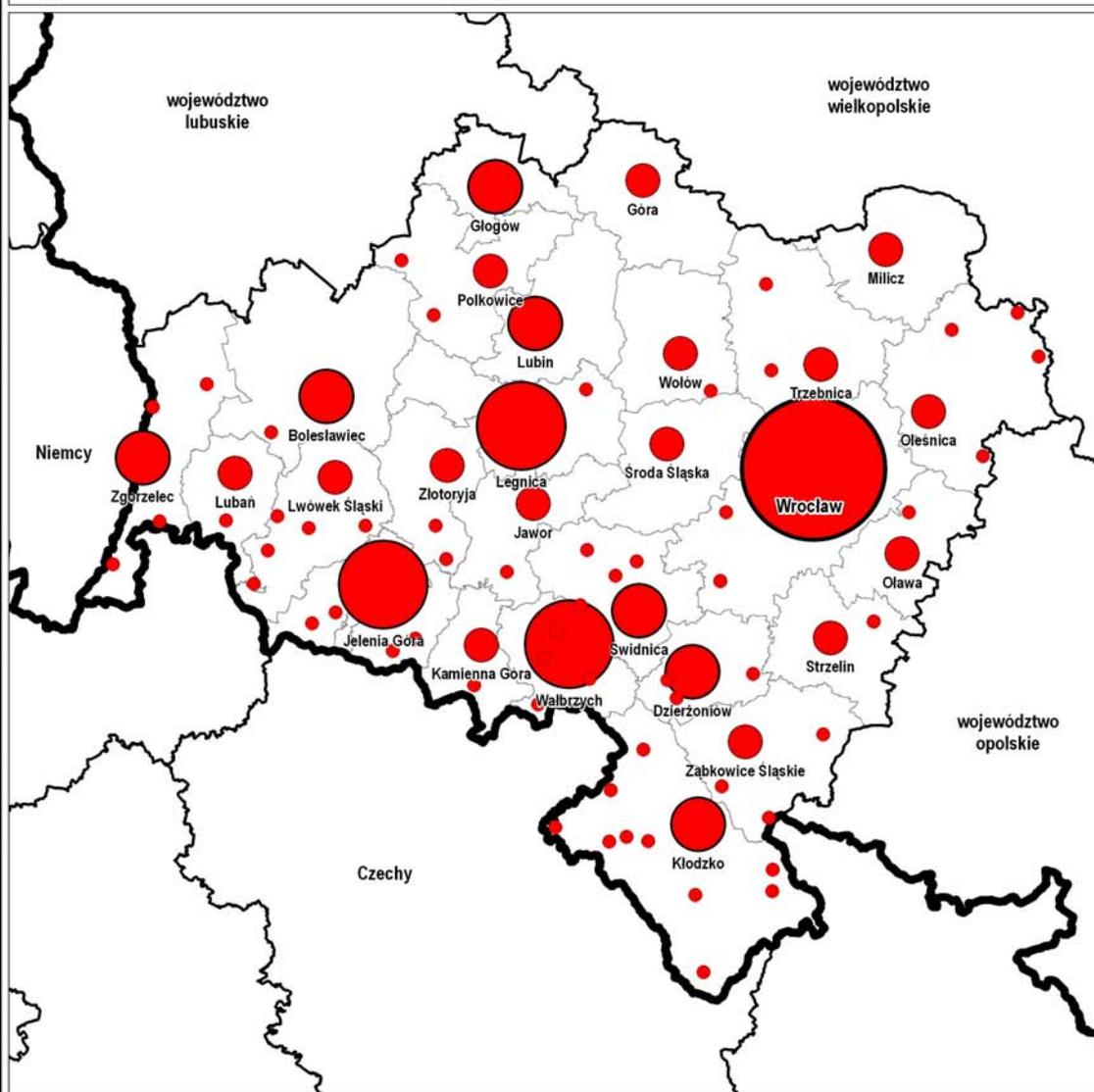
2020 DEVELOPMENT STRATEGY FOR THE LOWER SILESIA VOIVODSHIP
 LOWER SILESIA IN THE LAYOUT OF THE EUROPEAN NODE REGIONS



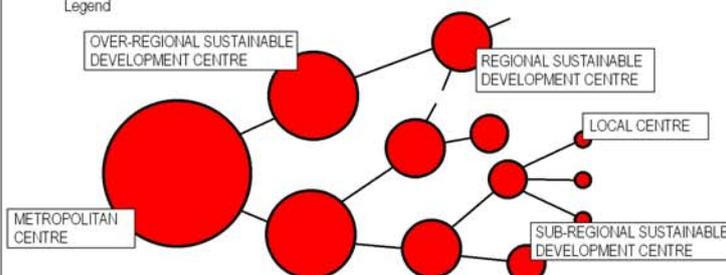
<p>Legend</p> <ul style="list-style-type: none"> capitals of European countries with population over 3 million capitals of European countries with population of 1-2 million capitals of European countries with population below 1 million significant cities located in the European transport corridors airport the Lower Silesia Voivodship 	<p>European transport corridors</p> <ul style="list-style-type: none"> Corridor I (Via Baltica) Corridor II Corridor III Corridor IV Corridor VI CETC - project 	<div style="text-align: right;"> </div> <div style="text-align: right;"> <p>WOODEN BUREAU URBANISTYCZNE ul. Wroclawska 10 50-101 Wrocław, Poland Tel: +48 71 32 22 222 Fax: +48 71 32 22 223 www.wooden.pl</p> </div>
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2020 DEVELOPMENT STRATEGY FOR THE LOWER SILESIA VOIVODSHIP POLYCENTRIC LAYOUT OF THE LOWER SILESIAN SETTLEMENT NETWORK



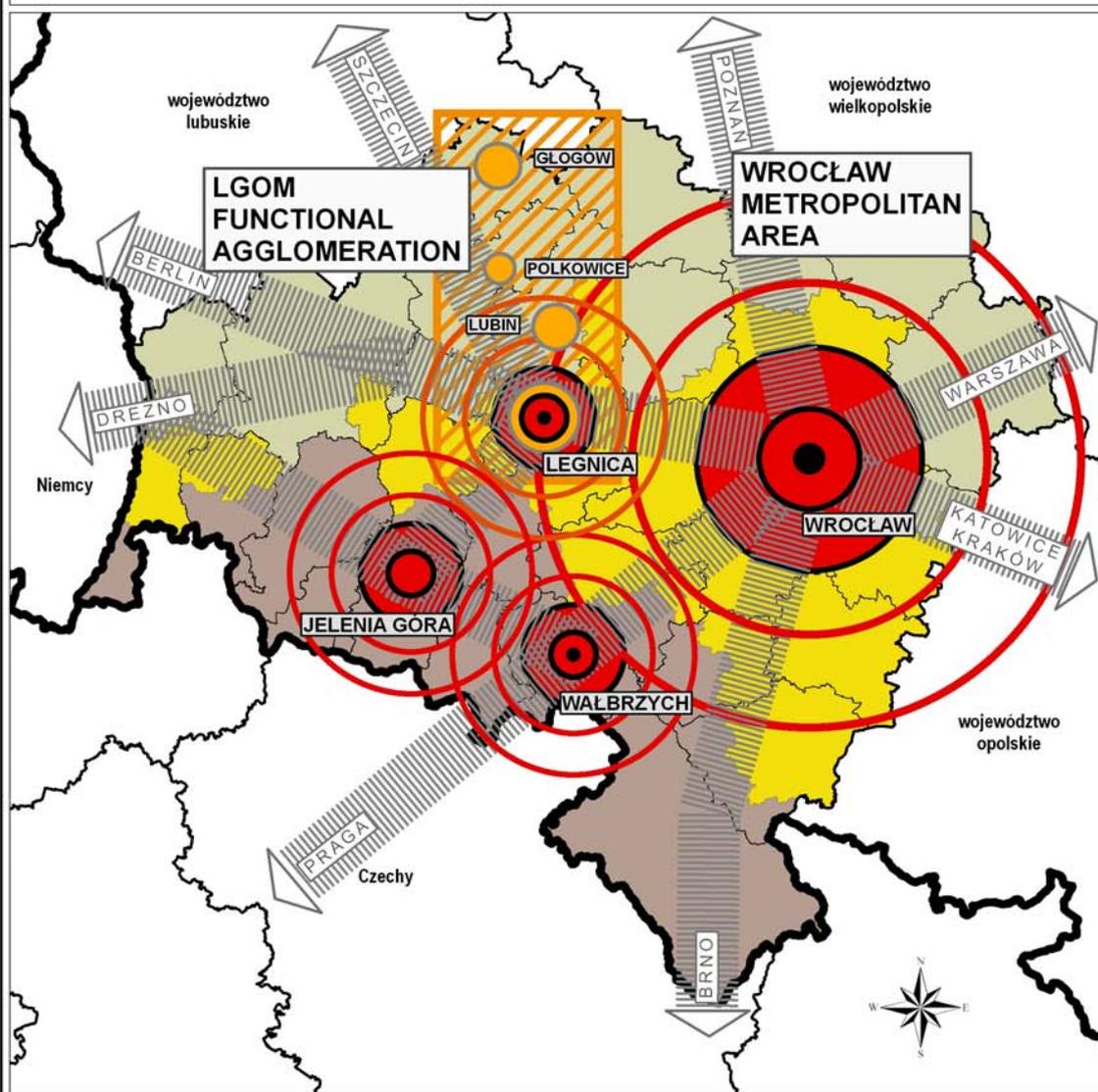
Legend



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2020 DEVELOPMENT STRATEGY FOR THE LOWER SILESIA VOIVODSHIP SPATIAL DEVELOPMENT AND SPATIAL ORDER SHAPING



Legend

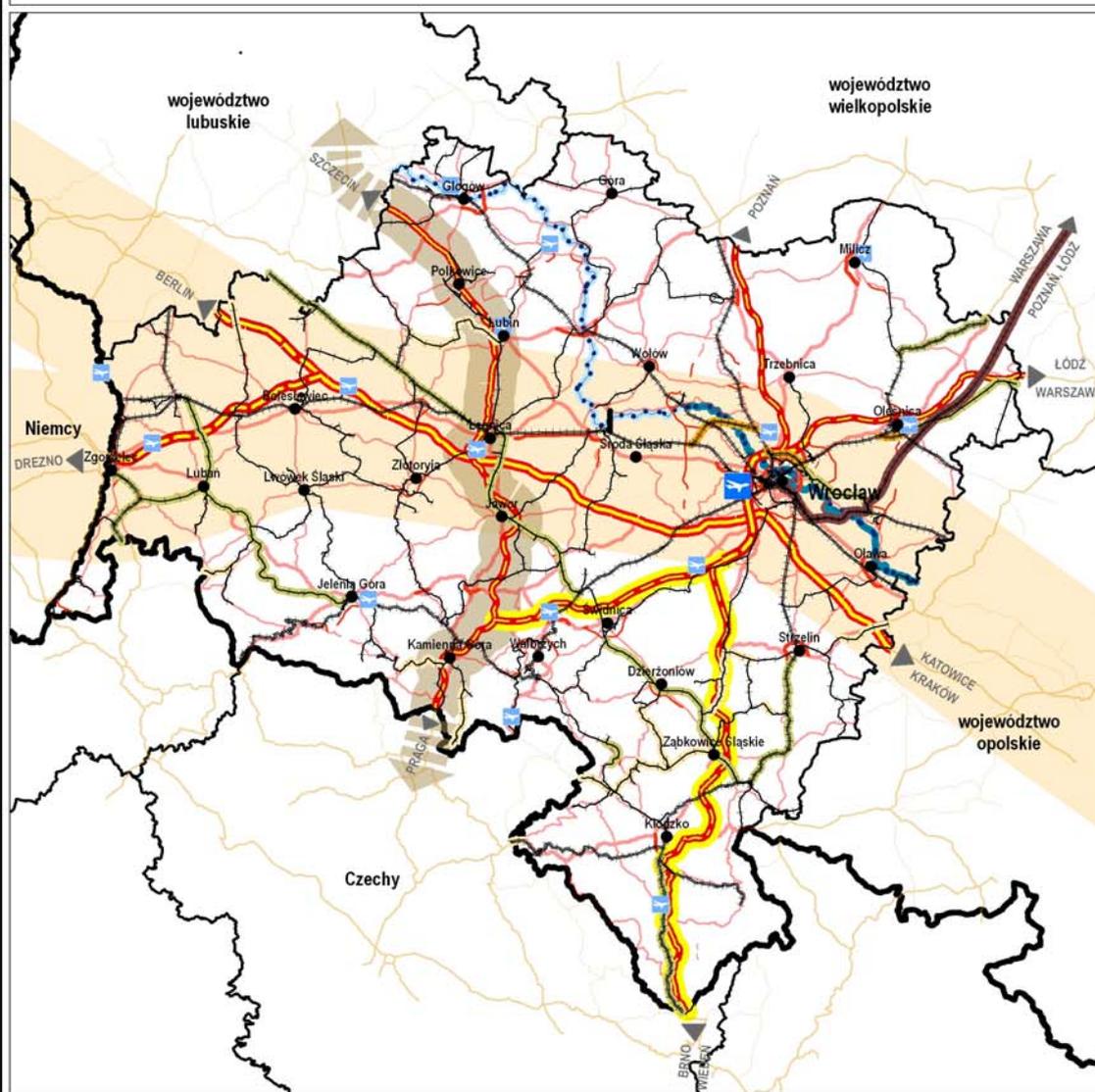
- Wrocław Metropolitan Area
- Over-regional sustainable development centres
- Centres of the LGOM Functional Agglomeration
- LGOM Functional Agglomeration
- functional-spatial centre connections
- lowland strip of land with unfavourable agricultural conditions*
- strip of land with favourable agricultural conditions
- mountainous and sub-mountainous strip of land with unfavourable agricultural conditions*

*under the ORDINANCE OF THE COUNCIL OF MINISTERS of April 14th, 2004 on detailed conditions and the mode of granting financial aid for supporting agricultural activities on areas with unfavourable agricultural conditions subject to the rural area development plan (Journal of Laws No. 73 of April 22nd, 2004; as amended)

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2020 DEVELOPMENT STRATEGY FOR THE LOWER SILESIA VOIVODSHIP COMMUNICATION



Legend

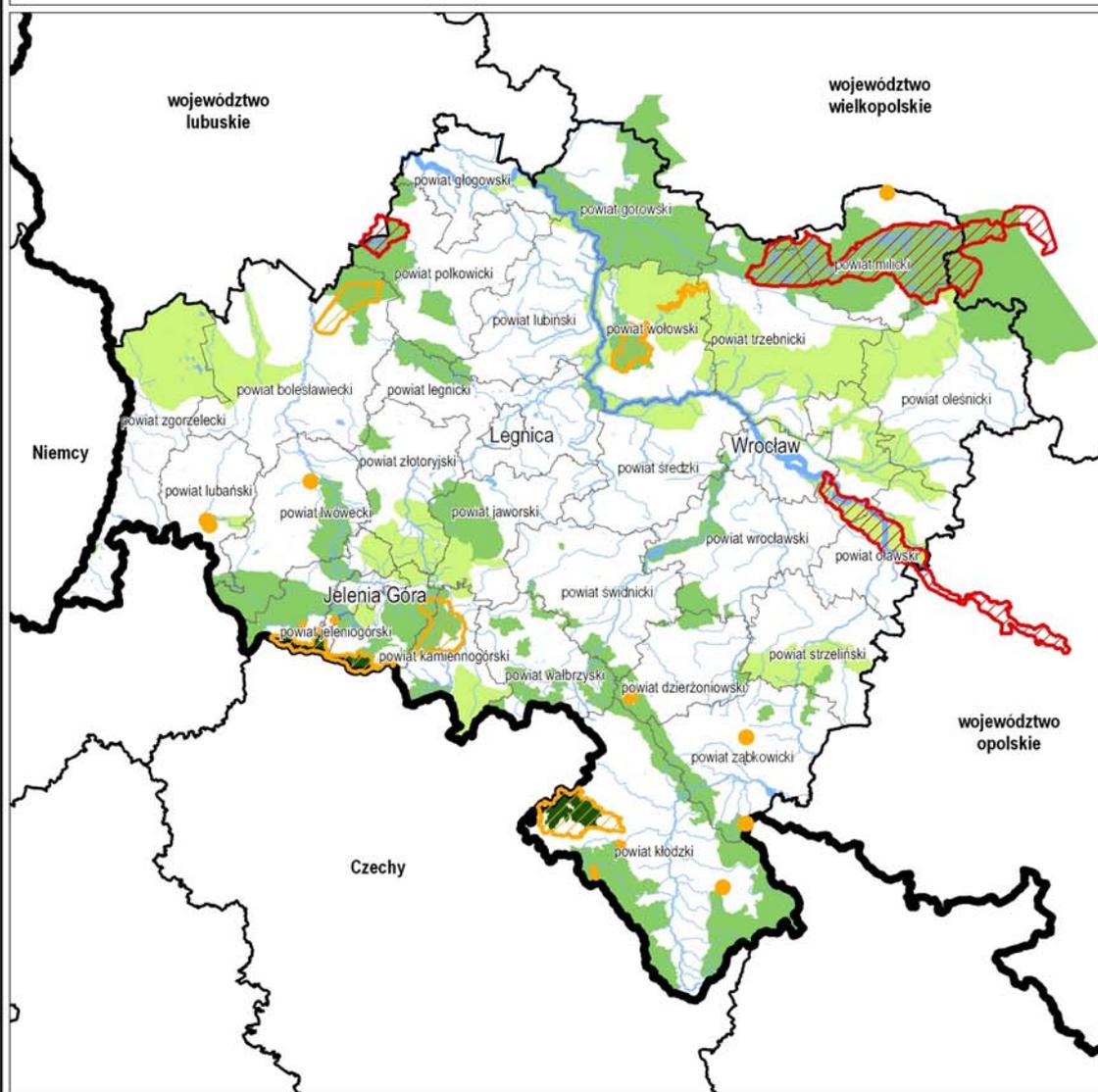
- | | | | |
|--|--|--|--|
| | existing / planned motorway | | III Pan-European Transport Corridor |
| | planned / proposed express road | | Central European Transport Corridor CETC - planned |
| | existing national / provincial roads | | regional / local airports |
| | planned national / provincial roads | | the Malczyce barrage - under construction |
| | neighbouring provinces and countries communication network | | Odra - free flow |
| | existing national / local railway lines | | canalised Odra |
| | planned high speed line Wrocław - Łódź - Warsaw | | waterway |
| | construction of a new railway line | | |
| | restoration of a railway line | | |
| | rebuilding of a railway line | | |



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2020 DEVELOPMENT STRATEGY FOR THE LOWER SILESIA VOIVODSHIP NATURAL PROTECTED AREAS



Legend

- existing national parks
- other existing protected areas
- other planned protected areas
- NATURA 2000 (OSO) areas - under the Ordinance of the Ministry of Environment
- NATURA 2000 (OSO) areas - proposed (Ministry's list - May 2004)
- rivers with tributaries, reservoirs

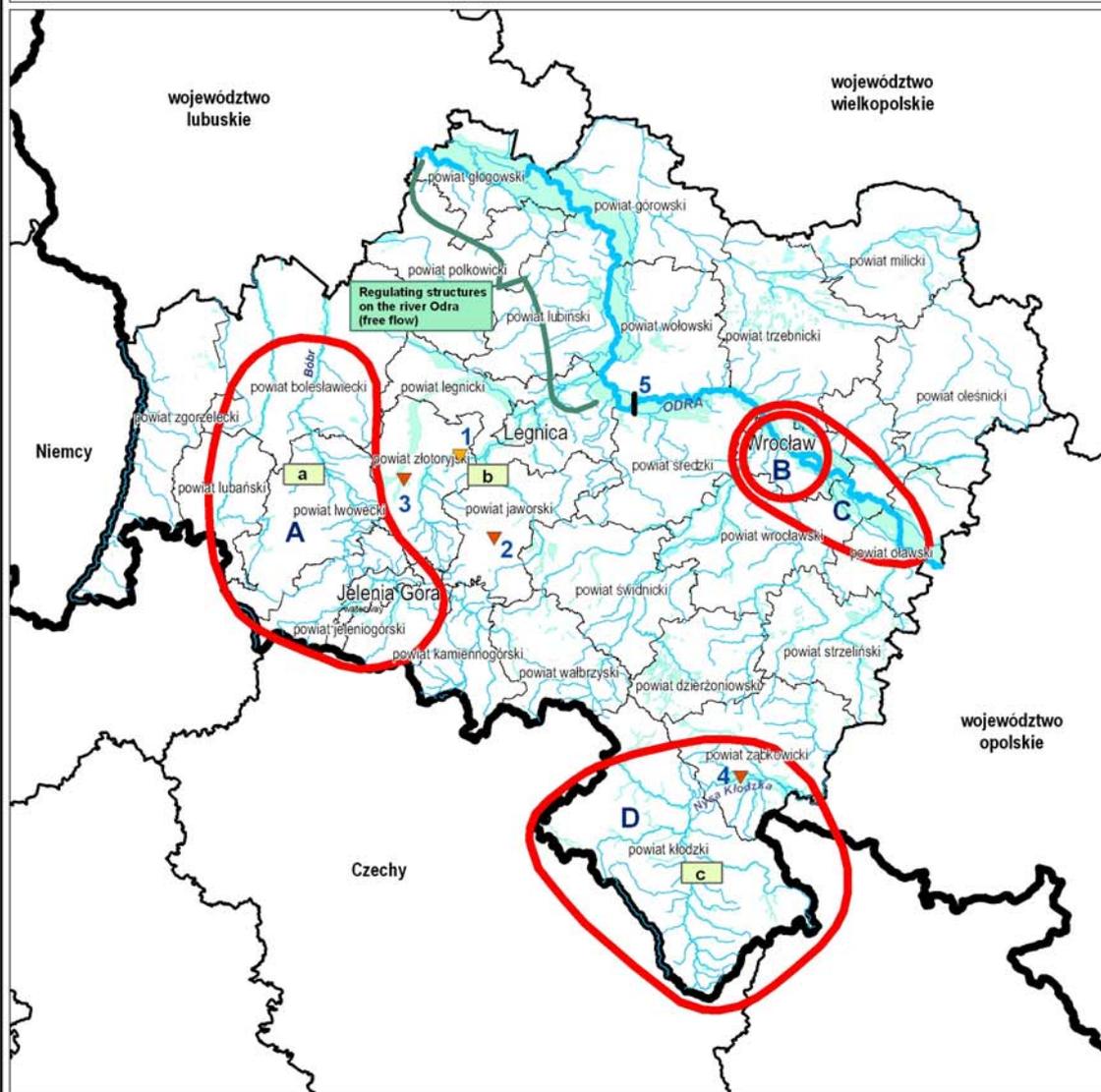


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2020 DEVELOPMENT STRATEGY FOR THE LOWER SILESIA VOIVODSHIP FLOOD PROTECTION



Legend

Area of the flood of 1997

ODRA 2006 PROGRAMME TASKS

- Flood protection of the Bóbr Valley
- Flood protection of the city of Wrocław
- Modernization of the Wrocław Water Node
- Flood protection of Ziemia Kłodzka

Modernization of the system of dry reservoirs in the basins of:

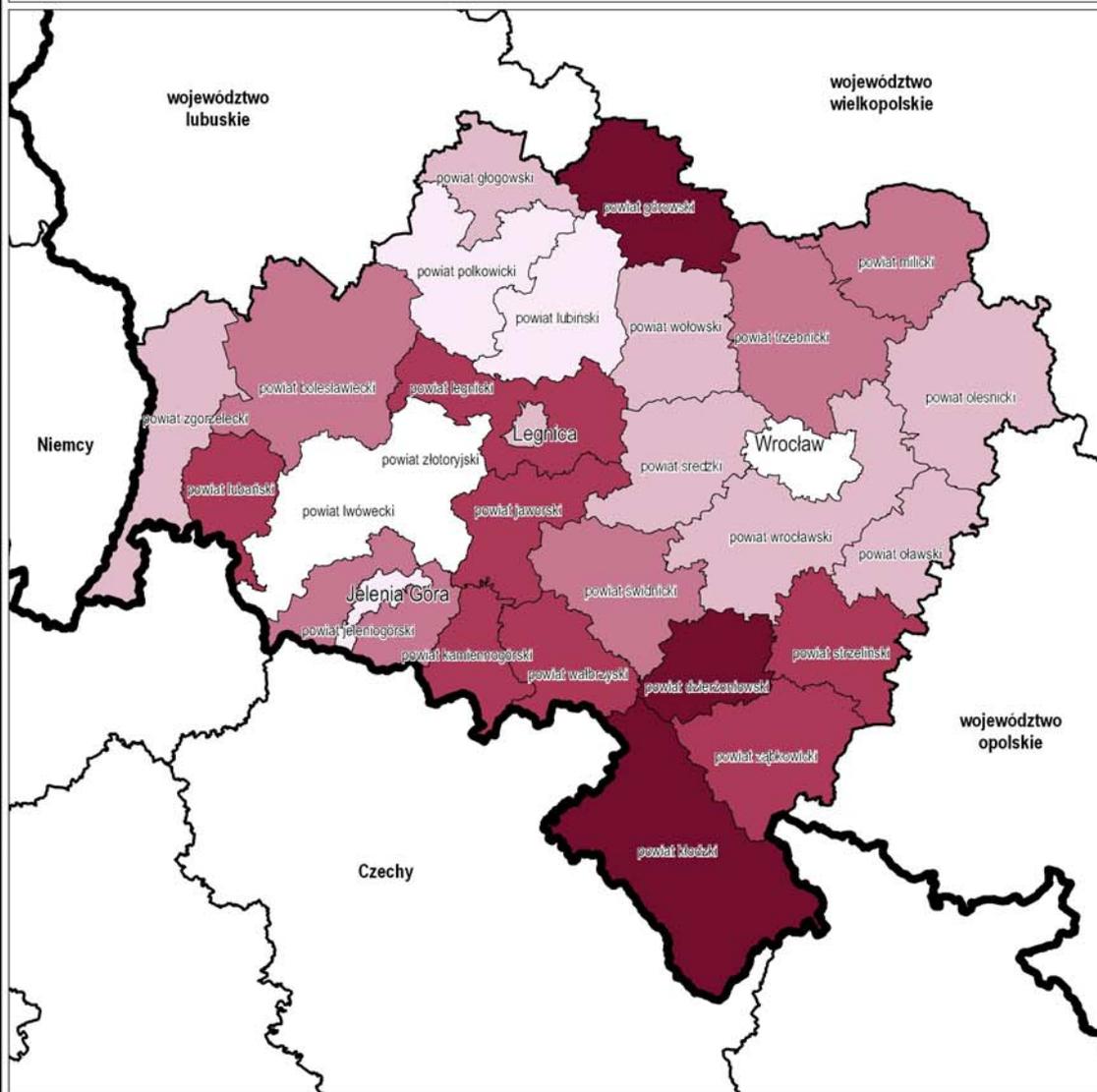
- Bóbr River
- Kaczawa River
- Nysa Kłodzka River
- The Rzymówka Polder on Kaczawa River
- The Grobla water reservoir on Nysa Mała River
- The Pielgrzymka water reservoir on Skora River
- The Kamieniec water reservoir on Nysa Kłodzka River
- Construction and completion of the Makczyce barrage



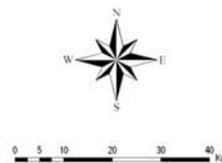
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2020 DEVELOPMENT STRATEGY FOR THE LOWER SILESIA VOIVODSHIP UNEMPLOYMENT



Legend
Registered unemployment in %
August 2005

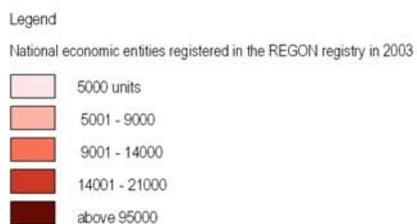
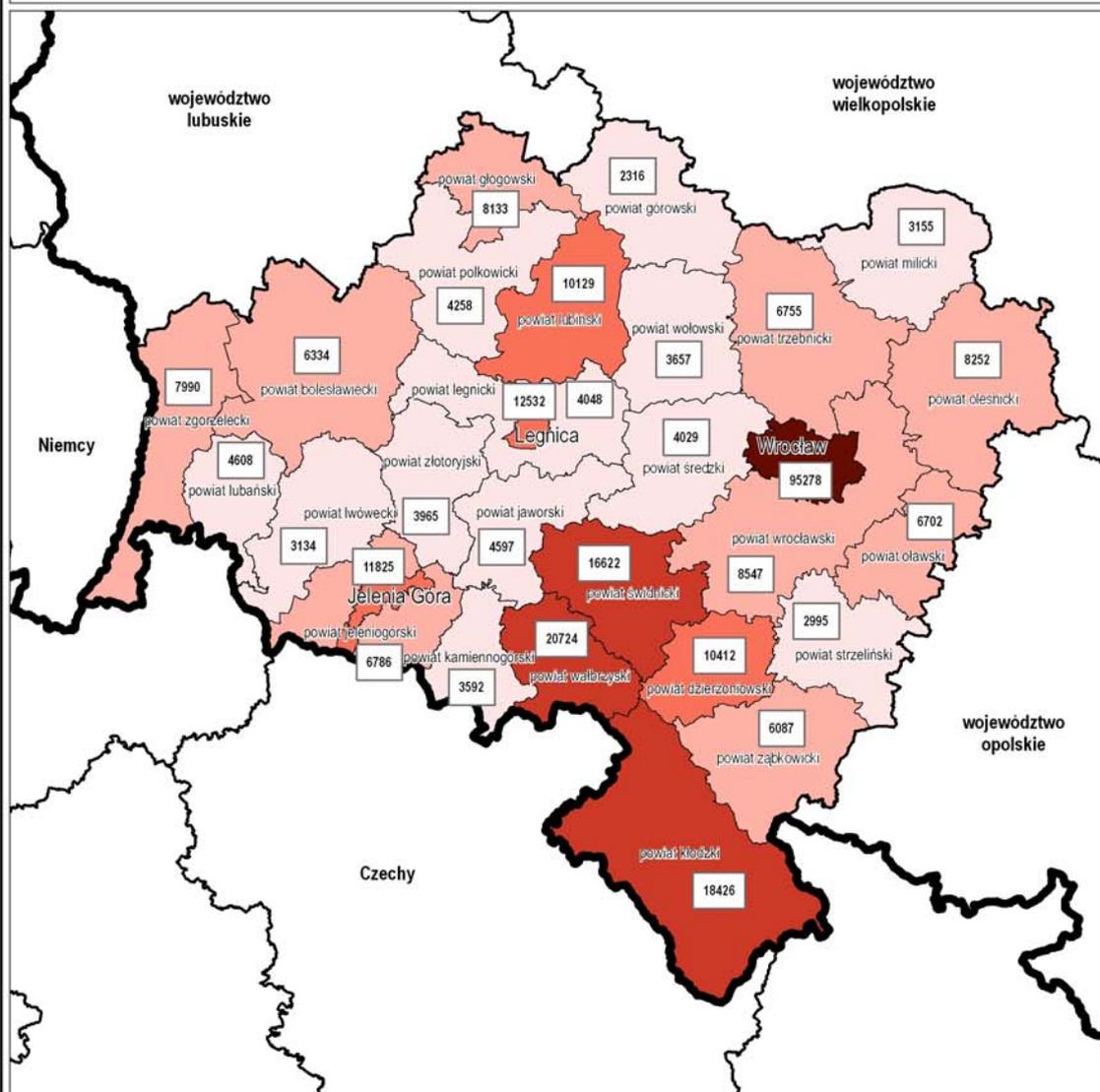


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source: Central Statistical Office, 2005



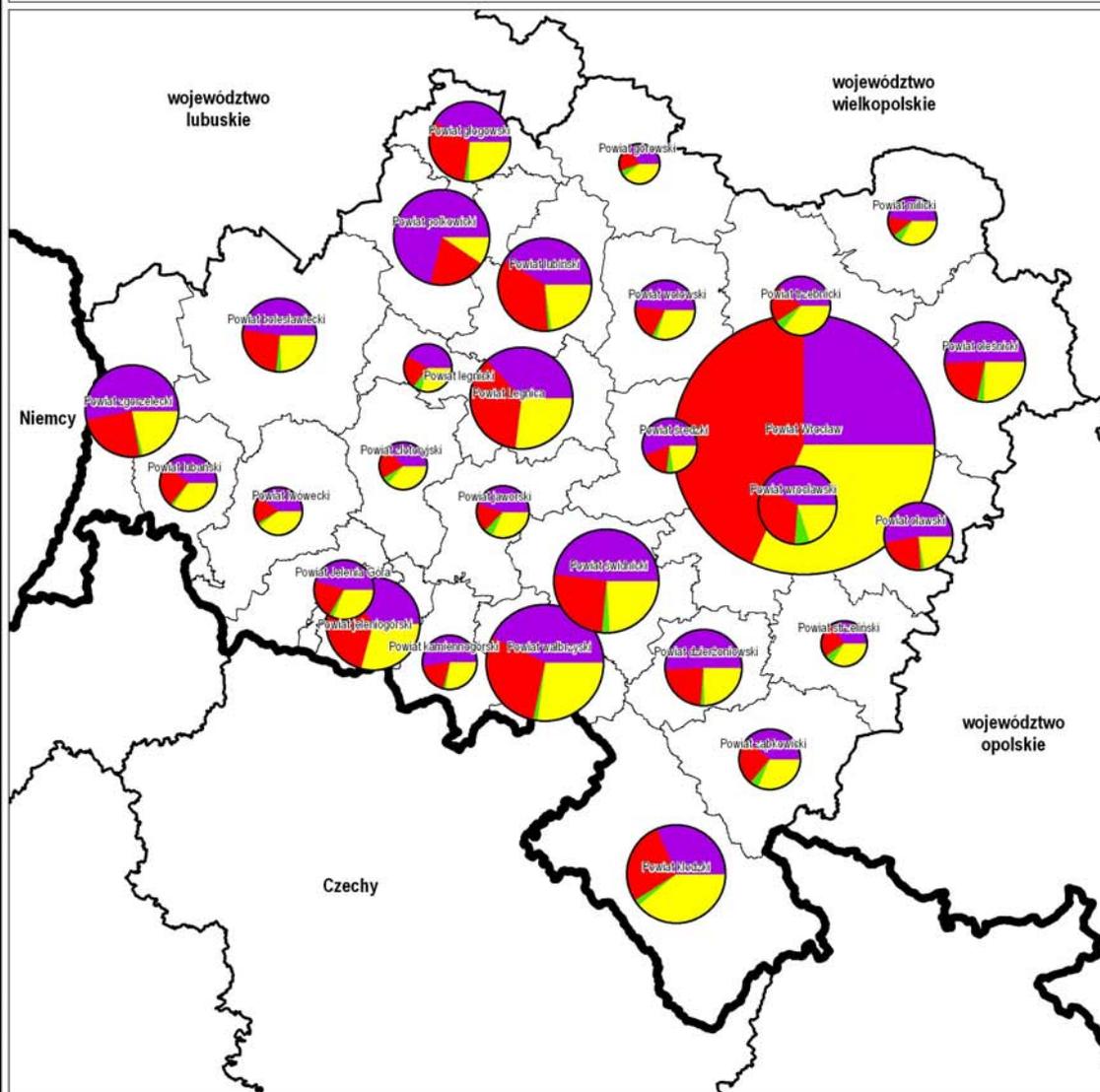
2020 DEVELOPMENT STRATEGY FOR THE LOWER SILESIA VOIVODSHIP NATIONAL ECONOMIC ENTITIES REGISTERED IN THE REGON REGISTRY



source: Lower Silesia Voivodship 2004 - sub-regions, districts, communes. Statistical Office in Wrocław



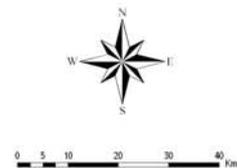
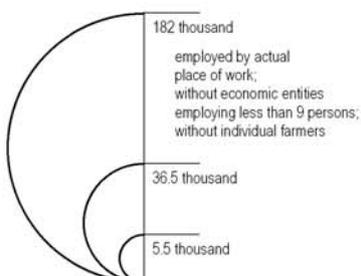
2020 DEVELOPMENT STRATEGY FOR THE LOWER SILESIA VOIVODSHIP PROFESSIONAL ACTIVITY AND EMPLOYMENT STRUCTURE BY ACTIVITY TYPE



Legend

Employment structure by activity type in 2004

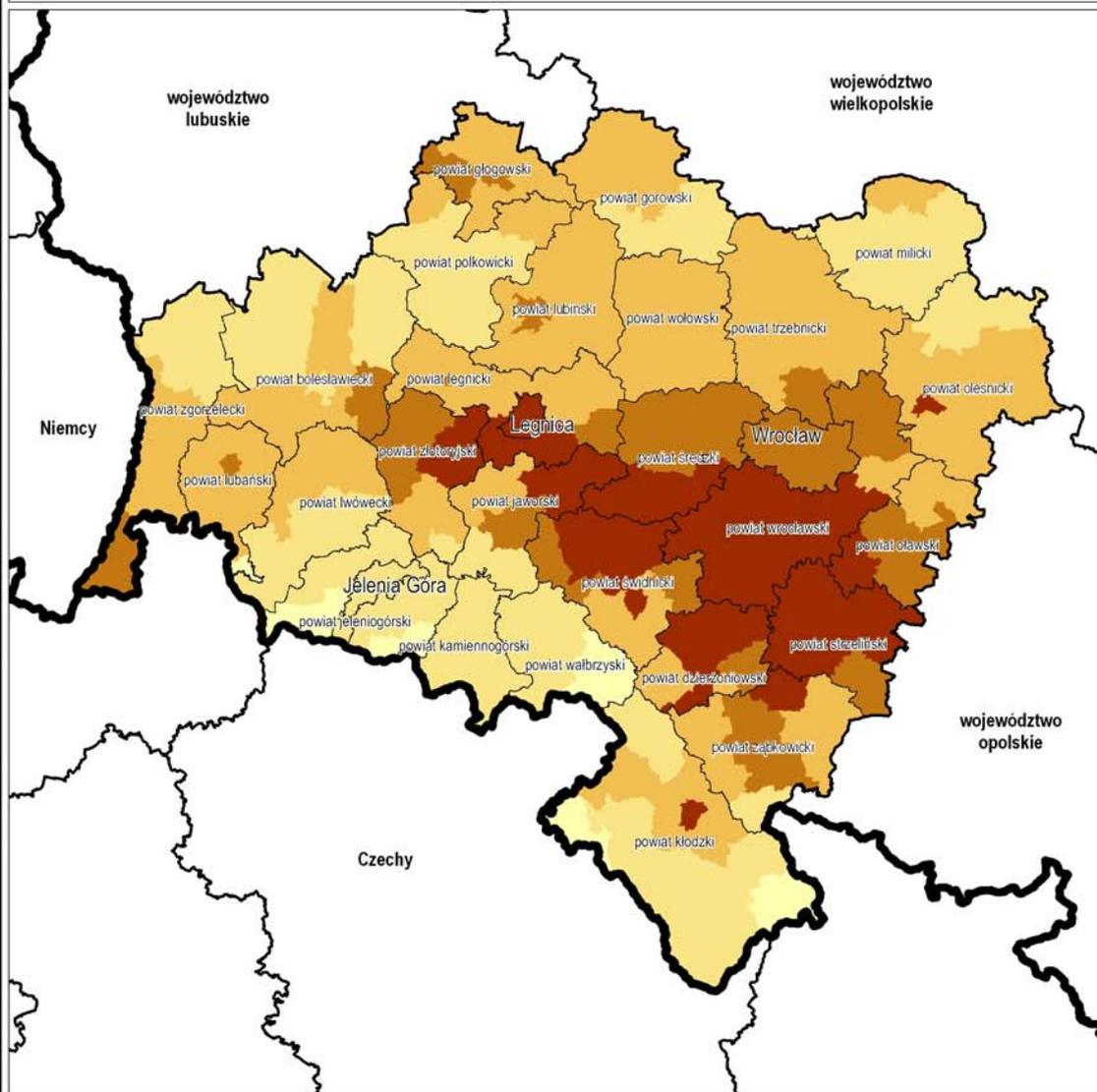
- agriculture, hunting and forestry
- industry and building engineering
- market services
- non-market services



source: Statistical Office in Wrocław 2004



2020 DEVELOPMENT STRATEGY FOR THE LOWER SILESIA VOIVODSHIP AGRICULTURAL PRODUCTION SPACE VALORISATION



Legend

Agricultural production space valorisation ratio (points) according to IUNG Pulawy

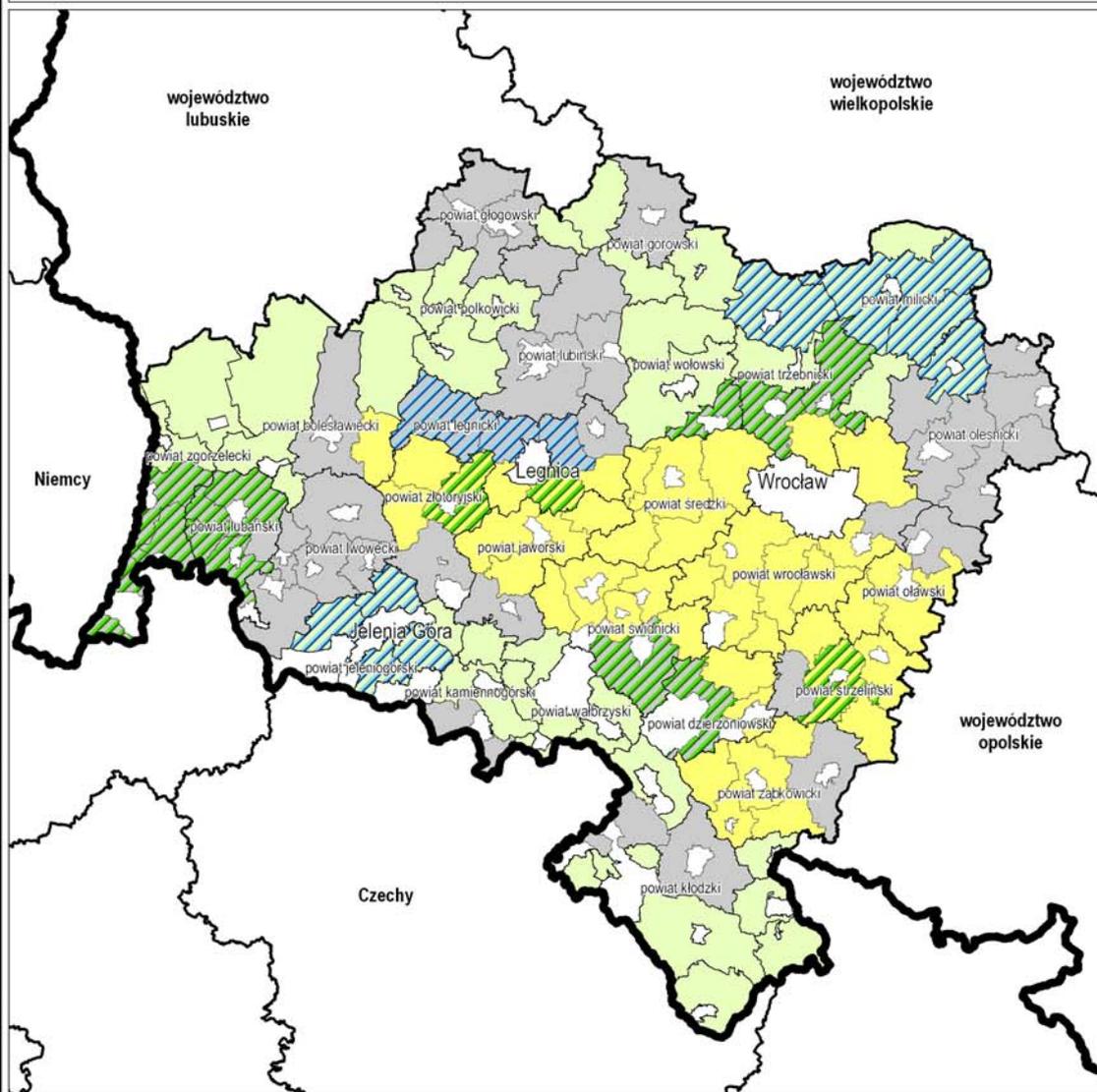
	below 50.1	- very bad
	50.1 - 65.0	- bad
	65.1 - 80.0	- average
	80.1 - 90.0	- good
	above 90.0	- very good



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2020 DEVELOPMENT STRATEGY FOR THE LOWER SILESIA VOIVODSHIP AREA USEFULNESS FOR AGRICULTURAL DEVELOPMENT



- Legend
- Agricultural development zones
- intensive goods-oriented
 - intensive multidirectional
 - intensive natural
 - vegetable & fruit-growing production
 - fishing

drawn up on the basis of a study titled Agriculture of Lower Silesia
- condition and development directions towards the Strategy's requirements, Regioplan - March 2005



0 5 10 20 30 40 Km





2020 DEVELOPMENT STRATEGY FOR THE LOWER SILESIA VOIVODSHIP

TOURISTIC ADVANTAGES OF THE LOWER SILESIA PROVINCE



Legend

Diversity of the relief

- lowlands
- hills and sub-mountainous areas
- mountains

Areas of high natural environment value

- national parks, landscape parks, protected landscape areas, NATURA 2000 protected areas

River network

- rivers with tributaries, reservoirs

The most important elements of the cultural environment

- historic cities
- historic heritage items entered on the UNESCO list
- historic monuments

Main tourist routes

- the Lower Silesian Cistercian trail strip
- the river Odra strip
- the Mid-Sudetic road strip
- SPA-s

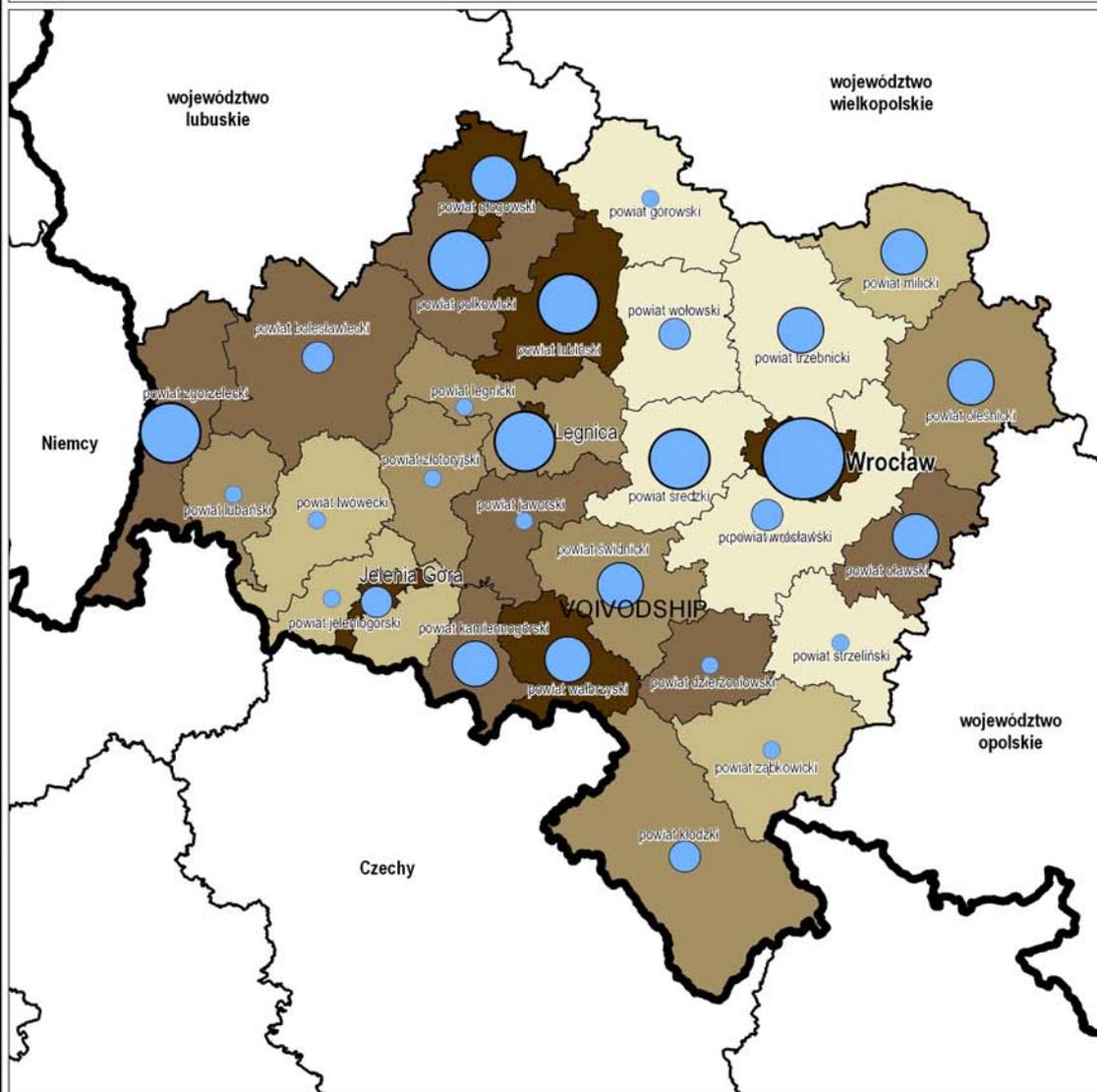


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2020 DEVELOPMENT STRATEGY FOR THE LOWER SILESIA VOIVODSHIP WATER SUPPLY AND SEWAGE



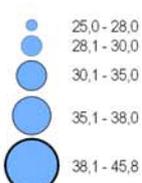
Legend

Percentage of inhabitants using a sewage treatment plant, 2003



Province's average: 73.7 %

Yearly consumption of water in households per inhabitant in m3, 2003

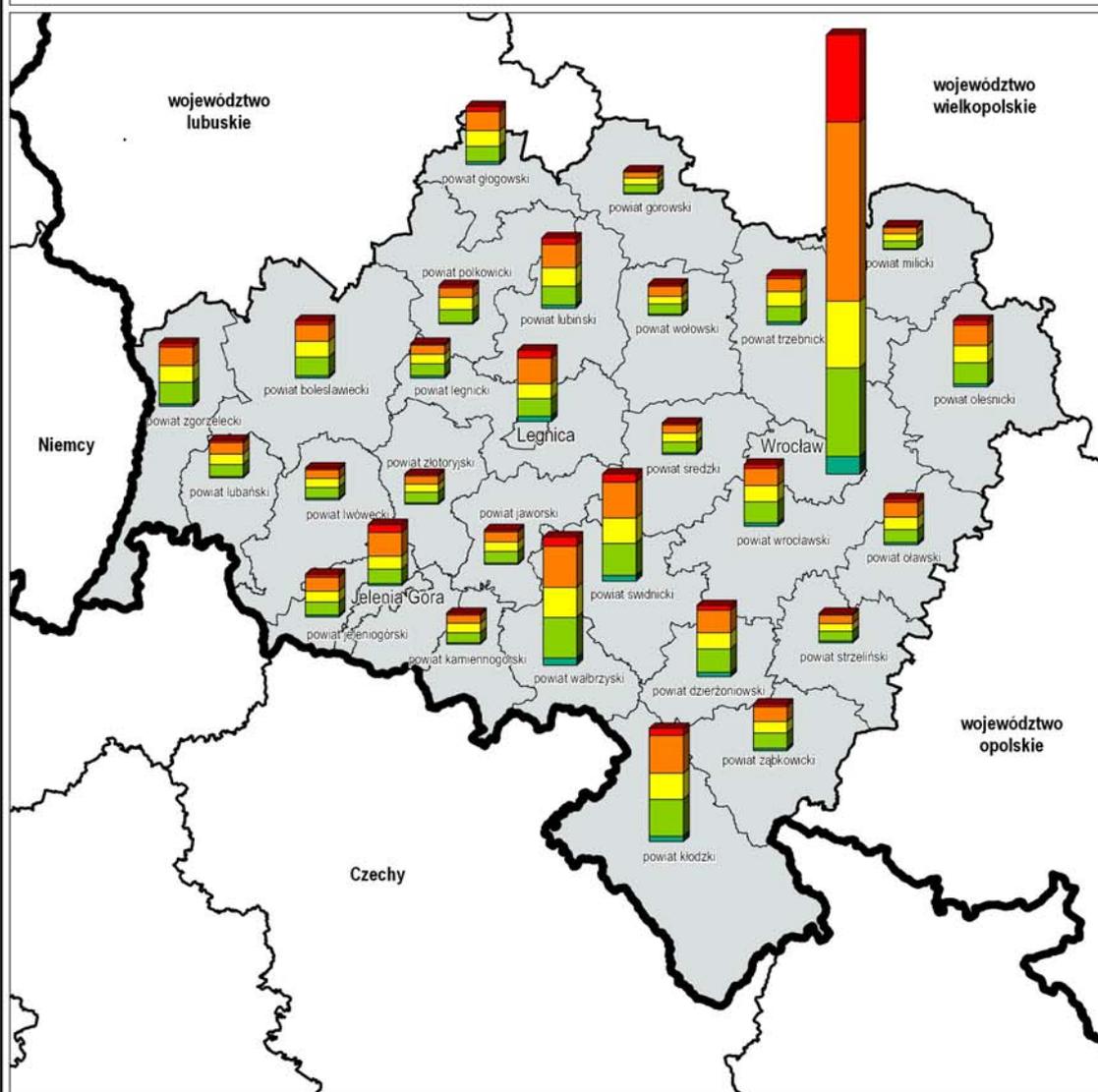


source: Lower Silesia Voivodship 2004 - sub-regions, districts, communes. Statistical Office in Wrocław



2020 DEVELOPMENT STRATEGY FOR THE LOWER SILESIA VOIVODSHIP

LEVELS OF EDUCATION

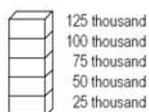


Legend

Levels of education of the inhabitants of the province in the age of 15 and more by districts in 2002

- higher education
- secondary education
- vocational education
- primary education
- primary education (not completed)
- no education (including unknown)

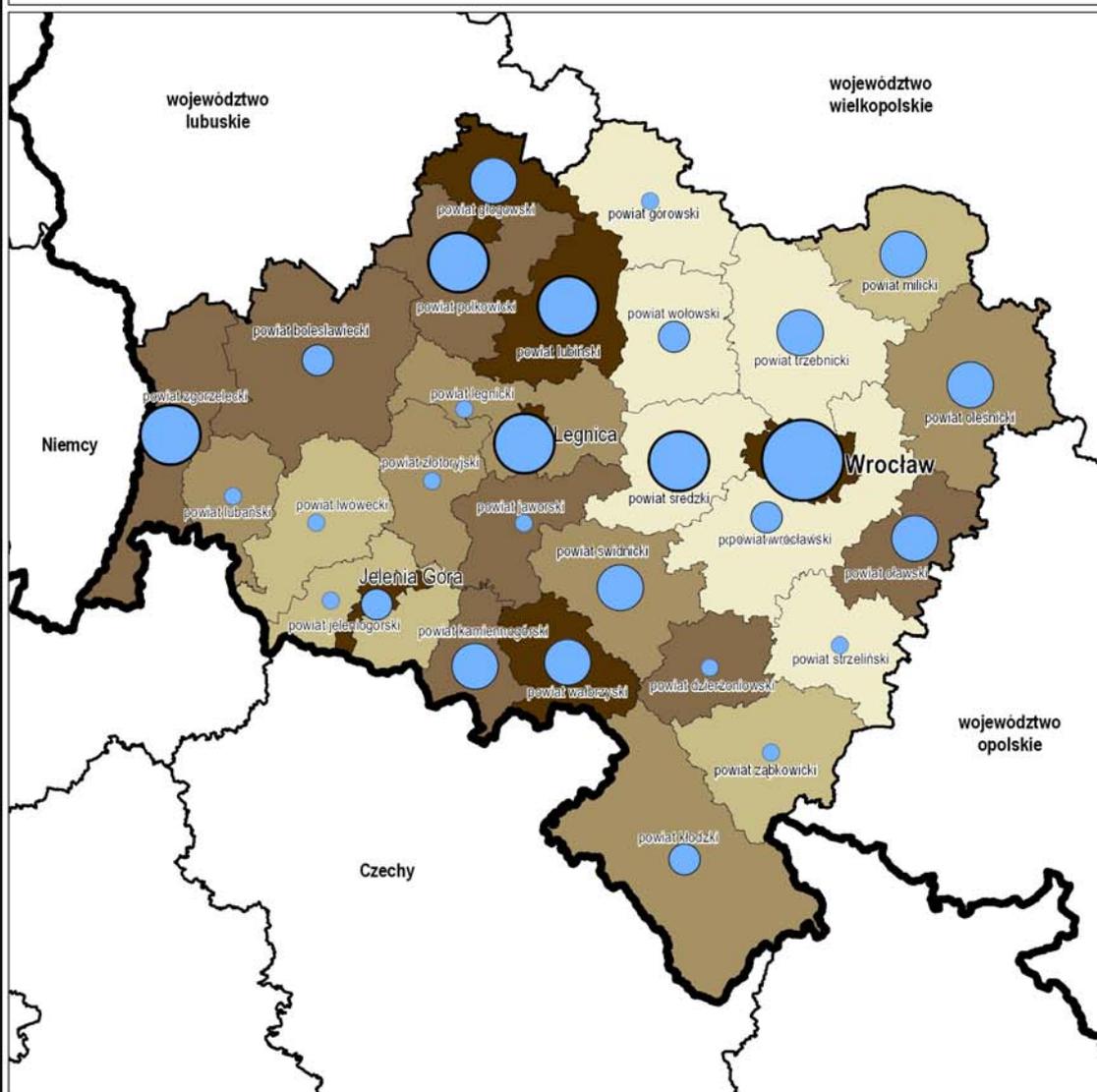
number of inhabitants in the age of 15 and more



source: National Census 2002



2020 DEVELOPMENT STRATEGY FOR THE LOWER SILESIA PROVINCE WATER SUPPLY AND SEWAGE



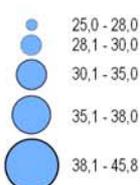
Legend

Percentage of inhabitants using a sewage treatment plant, 2003



Province's average: 73.7 %

Yearly consumption of water in households per inhabitant in m³, 2003



source: Lower Silesia Province 2004 - sub-regions, districts, communes. Statistical Office in Wrocław

Evaluation of the impact of the implementation of the former *Strategy*

The Development Strategy for the Lower Silesia Voivodship was implemented through the *2001 - 2003 Integrated Provincial Programme for the Lower Silesia Voivodship* and the *2001 - 2003 Provincial Contract for the Lower Silesia Voivodship*, encompassing actions of the provincial self-government aimed at supporting social-economic development of the region, strengthening its competitiveness, increasing its social, economic and spatial cohesion both in internal relations and in relations with neighbouring regions of Poland and other countries. These endeavours encompassed three levels of actions of the provincial self-government, namely:

- inspiring, coordinating and supporting actions of communes, districts and regional organizations that contribute to local and global development,
- actions falling directly into the duties of the provincial self-government, including cooperation with neighbouring regions,
- efforts to convince the state and European institutions to participate in the implementation of goals and priority tasks for the development of Lower Silesia, as well as to pass legal regulations favourable for the region's development.

The 2001 - 2003 support programme provided for:

- I. Within the framework of **priority one** enhancement and modernization of the infrastructure for strengthening the Voivodship's competitiveness, implemented through the following goals:
 - development of the technical and social infrastructure with regional significance,
 - development of metropolitan functions,
 - development of the information society infrastructure.

Priority infrastructure actions with key significance for the region were carried out in the form of over-regional investments and were directly associated with the implementation of the mission of the Voivodship as a region that connects Poland with Europe.

1. Tasks focused on the second domain of the economic area, and in particular on the development of the development of transport infrastructure of provincial significance (14 tasks) were implemented in the scope of the technical infrastructure. These actions led to an increase in the total length of roads, the rebuilding of crossings, an improvement of the parameters of ring roads, an

increase in the wheel load capacity of roads, which led to an increase in capacity and contributed to the increase of the number of cars using the roads. The result of the implemented tasks is a greater number of public roads with an improved paved surface enabling the drivers to increase their speed and thus shorten the travel time.

2. Protection and improvement of the natural environment, as well as the repair of anti-flood protection structures decreased the number of non-treated sewage and sewage discharged to water, as well as caused a decrease in the concentration of BZT5 pollution and a reduction of nitrogen pollution.

II. Within the framework of **priority two** the Voivodship's economic base was restructured and conditions for its diversification were created. The diversification is implemented through the following goals:

- stimulating investment location and supporting the development of small and medium-sized enterprises,
- supporting the creation and absorption of innovation, including technology transfer,
- development of tourism, recreation and cultural heritage protection.

The priorities of the economic development of Lower Silesia were focused on the domain of *entrepreneurship of the economic area*, aiming at an increase of the region's investment attractiveness, the development of the SME sector, the business environment sector, as well as on the *tourism* domain, contributing to its development combined with the development of recreation and spa services. 5 tasks that caused the region's investment attractiveness to increase and resulted in a significant increase in investment outlays were implemented within the scope of entrepreneurship development in the framework of the Provincial Contract. This enabled creating and maintaining new workplaces, influencing not development itself but the stabilization of the number of unemployed. Also 3 tasks from the scope of tourism that were aimed at increasing the number of tourists were implemented. Tasks implemented in the scope of culture and national heritage protections, 8 of which focused on the rehabilitation of historic monuments, were loosely connected with the *tourism* domain. The number of renovated structures was increased, elements of architectonic décor of historic structures were recreated, e.g. the roof of the Ossolineum building was recreated. The aforementioned investments resulted in an increase of the number of organized mass events and in the number of museum visitors, and thus contributed to further development of tourism in the region.

III. Within the framework of **priority three**, human resources development, implemented mostly through the following goal:

- education.

This task focused on healing the labour market. The *Provincial Programme* assumed that highly educated human potential should become the driving force of the long-term development of the region. At the same time the development of an efficient

system of care over the disabled, helpless and socially excluded, as well as actions aimed at unifying, making accessible and disseminating the cultural output of Lower Silesia and its inhabitants in order to integrate the region and create its image and identity were extremely important. The *Integrated Provincial Programme* and the *Provincial Contract* provide for actions within the scope of social infrastructure, such as: improving the quality of education and adapting it to the needs of the regional labour market, creating of conditions favourable for an increase of the employment ratio, counteracting negative social phenomena, restructuring health care, changing the lifestyle, improving public safety.

When implementing tasks within the scope of the *Provincial Contract* a sizeable emphasis was placed on the restructuring of health care. 21 tasks were implemented in the framework of this endeavour, enabling the achievement of a significant improvement in the quality of provided services. The number of rehabilitation clinics has increased, the social infrastructure for the disabled was improved, also the area of therapeutic and treatment rooms has increased. Public utility facilities were reconstructed in order to remove architectonic barriers that made it difficult for the disabled to use health care services.

8 tasks aimed at creating an informational-educational base for career counselling were implemented within the framework of creating conditions favourable for the increase of employment and counteracting negative social phenomena. Thanks to the aforementioned tasks the number of trainings for the unemployed has increased and the centre for modern rural education was modernized, allowing to maintain the existing workplaces.

IV. Within the framework of **priority four**, encompassing support for areas requiring activation and endangered with marginalization, the following goals were implemented:

- activation of rural areas,
- regeneration of the economic bases of cities.

The activation of rural areas was very important, and thus 22 tasks focused on agriculture modernization by canalizing rural areas and improving the condition of the natural environment by decreasing pollution emission were implemented within the framework of this domain. Thanks to the aforementioned investments the number of inhabitants serviced by sewage treatment plants has increased together with the length of the sewage system and the number of sanitary collector pipes, leading to a decrease in the amount of non-treated sewage. Also sewage pumping stations were constructed, resulting in a decisively broader access of inhabitants to the water supply and sewage systems.

73 tasks were implemented in the framework of increasing the level of education of rural population, as well as in the framework of adapting it to labour market's requirements. Many schools were expanded and modernized - new divisions were created, teaching rooms and gyms were constructed or renovated, new computer stations were organized. These actions resulted in a decisive improvement of the quality and conditions of education.

Table 1. Economic area

Domains	Number of tasks
1. Entrepreneurship	5 tasks
2. Infrastructure (transport)	13 tasks
3. Employment (trainings)	8 tasks
4. Tourism, physical culture	3 tasks

Table 2. Spatial area

Domains	Number of tasks
5. Environment protection	18 tasks + 3 tasks - pipelines
6. Urbanized areas	-
7. Rural areas	-

Table 3. Social area

Domains	Number of tasks
8. Health	19 tasks
9. Social assistance	2 tasks
10. Safety	-

Table 4. Human resources area

Domains	Number of tasks
11. Culture and science	8 tasks
12. Education	72 tasks
13. Self-government	-

To sum up, in 2001 - 2003 157 tasks were implemented out of 160 investments selected by the Management of the Voivodship. 146 investments were completed, 6 tasks were discarded, and the implementation of 5 tasks was continued in 2004 using non-expiring funds. The planned limits of funding from the national budget were: PLN 217,892,000, including PLN 148,840,000 for long-term investments and PLN 69,052,000 for other investments. The actual usage of funds from the national budget in relation to the implementation of the Provincial Contract was PLN 196,275,304, i.e. 87.62% of the planned subsidy.

- long-term investments: PLN 115,866,316, i.e. 92.3% of the subsidy planned for 2001 - 2003,
- other investments: PLN 80,408,988, i.e. 82.37% of the planned subsidy.

In total the beneficiaries used, apart from the subsidy, PLN 207,724,587.66 to finance the implemented tasks, including:

- JST: PLN 154,600,929.55;
- other public sources: PLN 29,393,260;
- private, committed to the implementation of tasks: PLN 23,730,398.11;

The total amount of funds allocated to tasks implemented in the Lower Silesia Voivodship within the framework of the *Provincial Contract* in 2001 - 2003 amounted to PLN 409,999,891.66. The following amounts were used to co-finance the programmes:

- Phare Social-Economic Cohesion - PLN 64,760;
- Phare Cross-Border Cooperation - PLN 800,000.

SWOT Analysis - strategic effect for the region

The SWOT analysis of Lower Silesia was performed in accordance with the structure used in the Community Support Framework, which departed from the universal principle of its creation used earlier.

Macroeconomic situation, innovativeness and other framework conditioning	
Strengths	Weaknesses
<ul style="list-style-type: none"> • Existing industrial centres in industries with a long tradition. • Industry diversity making a stable and sustainable development possible. • Well-developed selected industrial sectors: <ul style="list-style-type: none"> – mining and copper ore processing, – brown coal, – mining of rock mineral resources, – fabric manufacture, – food and drink production, – wooden goods manufacture, – chemicals manufacture, – electrical machinery and equipment manufacture, – electric machinery and apparatus manufacture, – glass-ceramic goods manufacture, – manufacture of components and parts for mechanical vehicles. • KGHM's position on the global copper market. • A large share of companies introducing new solutions in the scope of products, production methods or organization. • Relatively high investment attractiveness, mostly in long-term. • Strong industrial and scientific centres in Wrocław and in the vicinity of Legnica, Lubin, Jelenia Góra, Wałbrzych and Świdnica. 	<ul style="list-style-type: none"> • A relatively large number of enterprises in difficulty. • Low survivability of SMEs. • Inadequately developed service sector (e.g. scattered, low-capital private trade). • To low rate of introduction prospective technologies in local enterprises. • Strong connection of the SME sector with the restructured industries. • High unemployment (including long-term unemployment) caused by an economic recession and structural transformations. • Low ability to invest of local enterprises due to lack of own capital. • The structure of advisory and financial services provided by business support institutions do not fit the needs of SMEs. • Hardly appreciated, inadequate marketing activities of the enterprises. • A large number of very small communes, scattered settlement structure. • Unclear property relations. • No experience in direct marketing and networking. • Inadequate cross-border exchange of experience.

<ul style="list-style-type: none">• Development of special economic zones.• A large number of SMEs in the structure of the economy.• Diversified industry structure in the SME sector.• Shaping of the Wrocław Metropolitan Area.• Shaping of the LGOM development area.• Awareness of the necessity to modernize and the readiness to introduce innovations in many domains of the economy.• A well-developed business services sector.• Presence of thriving export companies.• A relatively high concentration of foreign investments.• Presence of favourable areas for various economic investments and creations of workplaces.• Creation of large, easily accessible wholesale and retail trade centres with a full assortment of products.• An increase of the participation of foreign capital in shaping the modern trade and manufacture structure.• Organization of multiple trade fairs and shows in larger cities of Lower Silesia, mostly in Wrocław, that give the enterprises operating in the region an opportunity to promote themselves.• Support for border regions from European funds.• The existence of Euroregions that facilitate cross-border activities.• Good possibilities for gaining direct access to the national and international market due to the close vicinity of large urban centres (in Saxony, e.g. Goerlitz, Bautzen, Dresden; on Lower Silesia: Wrocław, Jelenia Góra).• Rich and diversified sightseeing values - the relief, the forests, surface waters enabling holiday and	<ul style="list-style-type: none">• No networking and cooperation between enterprises.• Bad technical condition of many historic monuments, mostly residential, that lowers their tourist appeal as sightseeing assets.• Unsatisfactory quantitative condition and standard of sanitary equipment in location where tourists stay and are serviced.• The quality of the lodging-catering base, recreation equipment and tourist infrastructure in holiday areas is not adapted to European standards.• Thermal waters are not used for treatment and ecological heating.• No trade fair centres.• Low usage of information and telecommunication technologies in services.
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<p>sightseeing tourism.</p> <ul style="list-style-type: none"> • Mild climate that distinguishes this region from the rest of the country. • Abundant therapeutic mineral waters, including thermal waters, with reserves to be developed and used for spa therapy purposes. • Mountainous and sub-mountainous tourist towns with holiday traditions reaching the XIX century and a characteristic, period sanatorium-guest house development. • Extensive inter-regional and international cooperation (numerous agreements, participation in the works of international organizations, participation in projects co-financed by the European Union). • A large regional consumer market. • A growing investment potential of business support institutions and their influence on economic development. • Developing cooperation between research and development units and national and foreign centres. 	
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Macroeconomic situation, innovativeness and other framework conditioning	
Opportunities	Threats
<ul style="list-style-type: none"> • Government programmes for restructuring and privatization of traditional economic sectors. • Usage of European Transport Corridors for the creation of economic activity areas. • Introduction of innovative technologies in the industry, development of modern services. • Facilitation of access to capital. • Adaptation of governmental financial instruments supporting innovation to the companies' requirements and the capabilities of the research and development sector. • Entering new markets in neighbouring countries. • Development of border-related trade (custom bonded warehouses, warehouses, wholesale trade, marts). • A development opportunity for 	<ul style="list-style-type: none"> • Unilateral and economic condition-related bias towards selected branches of the economy. • Transfer of managements of enterprises outside the region. • No progress in the regulation of property relations. • A centralized decision making system. • No participation of the private sector in actions aimed at obtaining new qualifications. • No financial instruments for region management. • Cross-border contacts are difficult due to language barriers; hardly any adult living in Germany knows Polish. • Inadequate information on legal framework conditions in the neighbouring country. • No coordination and connections

<p>entrepreneurship based on structural funds.</p> <ul style="list-style-type: none"> • Access to external financing sources for developmental investments for business entities. • Preparation of fast and flexible concepts for investor support (internal and external) in the scope of qualification obtaining and new knowledge implementation. • Comprehensive and effective usage of national support programmes - higher awareness of persons operating in the region. • Strong economic, scientific and cultural relations of the region with regions and partners in other countries. • Development of business and congress tourism. • Close vicinity of Germany as a source of tourists, including tourists interested in learning about the land of their ancestors - sentimental tourism. 	<p>between the existing information systems.</p> <ul style="list-style-type: none"> • Inadequate cooperation in the scope of the media. • Competitiveness of attractive tourist areas and prices in the closest vicinity of the national border, mostly in the Czech Republic. • Weakly developed “information society”, Internet access is still too low. • A slow-down in public finance decentralization. • A high degree of fiscalism and a complicated tax system. • Unstable legal system. • Limited effectiveness and delayed effects of governmental economy sector restructuring programmes. • Unstable political decisions.
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Human resources, equal opportunities and social issues	
Strengths	Weaknesses
<ul style="list-style-type: none"> • A large demographic potential. • Cultural diversity of the region, increasing feeling of identity in local communities and tolerance for cultural differences. • A large potential of creative groups. • A large concentration of highly qualified scientific-technical personnel (technical, economic and medical). • A relatively high percentage of inhabitants in working age (61.5% of the population). • A fast growth in the number of qualified staff. • A significant and increasing civic activity influencing the development of the Lower Silesia Voivodship. • A well-developed network of high schools and increasing scholarisation indicators on the level of high school graduates. 	<ul style="list-style-type: none"> • Lacks in the education of the professional tourist personnel with relation to tourist service, especially in the scope of foreign languages. • Low level of education of the employed and unemployed, as well as the strong participation of people endangered by social exclusion, including Roma. • Obsolete base and low flexibility of vocational education. • Weakly developed offer of continuing education. • Education profiles and directions are not adapted to the specifics of the labour market. • Low level of professional mobility. • Inadequate social assistance infrastructure. • No integrated approach to solving social problems.

<ul style="list-style-type: none"> • A strong academic centre in Wrocław with a large scientific-research potential and the development of universities in other cities in the region. • Growing educational aspirations of the region's inhabitants. • A developed network of high schools, post-graduate schools and universities educating tourism staff, well-prepared to work in tourism services. • Professionalism and commitment of groups implementing tasks in the scope of social integration, including social assistance (non-government organizations and public administration institutions). • Innovativeness in the creation of solutions counteracting social exclusion. • A strong centre of specialist and scientific potential in the domain of health, spa tourism and therapeutic, professional and social recreation and rehabilitation. • Youth's access to internet in schools. • Increased level of education of the populace. • Increasing social activity of local communities and non-government organizations. • Concentration of specialist health care units (clinics and specialized hospitals). • Rich culture-related infrastructure. 	<ul style="list-style-type: none"> • Inadequately developed network for cooperation between public administration and the third sector. • Inadequate structure of the hospital system. • Insufficient level of preparation of social partners to the task of obtaining European Union and national funds. • No stability and legal regulations in the area of social and health policies. • A large number of the unemployed, including: long-term unemployment, youth and women. • High population density in urban areas causing accumulation of social problems. • The education directions are not adapted to the needs of the labour market due to a lack of labour market analysis. • Insufficient investments and a bad condition of the social infrastructure.
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Human resources, equal opportunities and social issues	
Opportunities	Threats
<ul style="list-style-type: none"> • Creation of a basic social infrastructure with a view on its permanent cross-border usage. • Adapting the education and supplementary education concepts to the requirements of the labour market. • Possibility to develop human resources and to equalize the chances on the labour market 	<ul style="list-style-type: none"> • Weakly developed "civic society" - low activity of non-government organizations and non-formal citizen movements. • Delays in the modernization of the social assistance base. • Unfavourable demographic and civilization trends (e.g. ageing of the society, disabilities, addictions). • Increasing social inequalities in

<p>through the usage of EFS.</p> <ul style="list-style-type: none"> • Common schools and nurseries on the frontier, the European city of Zgorzelec - Goerlitz. • Creation of projects decreasing the barriers associated with the ignorance of legal regulations and conditions of foreign partners (e.g. ENLARGE - NET, OderRegio). • A strong position of the non-government sector on the level of the entire national economy in the scope of social activities. • Favourable legal regulations related to the cooperation of public administration units with non-government organizations. • Partnership of local self-governments and non-government organizations in the scope of implementation of projects using European Union funds. 	<p>education, especially in the case of Roma.</p> <ul style="list-style-type: none"> • Decreasing participation of the state in the costs of education and science. • Inadequate level of financing of the services and units providing social services. • Marginalization of some social groups resulting from social-economic transformations. • Belittling of the significance of social preventive actions. • Presence of negative stereotypes that hamper social integration of groups and persons in danger of marginalization. • Inadequate observance of legal regulations in the scope of cooperation with the third sector. • No correlation between demand for and supply of medical services. • No organizational-technical preparation for using European Union financial aid. • Lack of stability and / or legal regulations in the area of health care and social policies. • Problems of the labour market resulting from Poland's accession to the European Union and staying behind in meeting global requirements.
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Infrastructure, spatial aspects, environment	
Strengths	Weaknesses
<ul style="list-style-type: none"> • Favourable geographic location of the Voivodship on the state's border. • Dense communal infrastructure network. • Increasing areas of forests and green areas in cities. • A high urbanization ratio (71%), compared to Poland's average (60%). • European Transport Corridors. • Existing terrains preferred for economic development with a well-developed technical infrastructure. • A relatively dense network of cities 	<ul style="list-style-type: none"> • Inadequate potential investors' knowledge of regional resources. • A large number of very small communes, scattered settlement structure making it difficult to create an appropriate infrastructure. • Inadequate technical and social infrastructure, especially in small frontier communes. • Low access to the Internet. • Inadequate usage of renewable resources. • The problem of post-mining

<p>with an interesting historical development that may be a good basis for small regional development centres.</p> <ul style="list-style-type: none"> • Existence of various mineral and therapeutic waters. • Large reserves of useful mineral deposits. • Ensuring energy supply, existence of a power plant in Turów. • Existence of a developed central heating system. • Existing modern mobile telephony network. • A well-developed network of roads with a density ratio above the national average. • High density (above national average) railway network. • The Port Lotniczy Wrocław S.A. airport, sanitary, sports and agro-technical airfields. • The transport axis of the river Odra for transporting goods and passengers. • Cultural values of European significance (historic monuments, palace-monastery complexes). • Three centres with sub-regional influence in the scope of administration, judicature, culture and higher education, etc. • Existence of surface waters enabling the development of water, kayak and sailing routes, as well as the launching of tourist passenger shipping on the river Odra. • Good natural conditions for winter tourism, numerous winter sports centres developed and adapted for skiing. • Interesting large area natural sightseeing values - national and landscape parks, as well as reserves and nature's oddities. • Numerous historic monuments and relics such as: architecture and construction facilities, museums and heritage parks, archaeology work 	<p>landscapes resulting from reclamation neglects (heaps, sediments and mine headings).</p> <ul style="list-style-type: none"> • Problems related to mining damages (LGOM). • The transport infrastructure network is not adapted to current needs. Current network is highly degraded. • Insufficient number of bridges on the river Odra. • No modern trade fair facilities. • Decapitalization of spas. • Decapitalization of housing. • Bad communication and economic connections of the northern districts with the remainder of the Voivodship. • The motorway and express road network is incomplete. • Insufficient number and bad condition of existing bridges on the river Odra and its tributaries. • Bad technical condition of the anti-flood protection infrastructure. • The railway network is underinvested, transport connections are liquidated, no connections with the centre of the country. • The airport is too small, low number of regional and international flights. • Decapitalized shipping infrastructure, exploited piers and port equipment. • Too low usage of possible usage of gas for heating in spa, climate and holiday towns. • Too low capacity of freely accessible border checkpoints causing long queues to cross the national border, especially on the border with the Czech Republic. • No spatial order in the development of towns, areas and communication routes, as well as a low level of aesthetics of the surroundings of residential areas. • Damage and threat to forests on the most valuable tourist areas (Karkonosze, Izerskie and Bystrzyckie mountains). • A general lack of tourist information,
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<p>stations, pilgrimage locations, martyrology locations, cultural and tourist events.</p> <ul style="list-style-type: none"> • Existence of highest quality historic urban complexes and post-Cistercian historic monuments of international significance, attractive for foreign tourists. • A strong spa and holiday rest base adapted to servicing tourist traffic throughout the entire year (centres of various standards). • Large investments in the domain of technical infrastructure. • An existing technical infrastructure network, including gas mains that enable using ecologic heating systems. • Lower Silesian Spatial Information System. • A rich hydrographical network and relief favourable for water retaining and improving flood safety. 	<p>mostly the markings of trails, directions and structures for visiting in large and medium-sized cities.</p> <ul style="list-style-type: none"> • No coherent Internet tourist information system. • No system routes, e.g. industrial architecture, Lusatian half-timbered architecture. • Insufficient increase in the number of new apartments and low standard of residential assets. • Not reclaimed post-industrial terrains. • Local and periodic high concentration of dust and gas pollution, • Degradation of the natural relief caused by economic activities.
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Infrastructure, spatial aspects, environment	
Opportunities	Threats
<ul style="list-style-type: none"> • Improvement of cross-border telecommunication connections. • An increase in the number of border checkpoints. • Development of cross-border connections as elements of the European transport network. • Construction of a complete system of motorways and express roads. • Modernization of the national railway network, infrastructure and rolling stock. • Implementation of the Odra 2006 Programme in the scope of river transport maintenance and anti-flood protection. • Promoting the direction of decreasing the amount of waste, increased usage of waste for economic and agricultural purposes. • Successive development of the gas network. • Usage of renewable energy sources 	<ul style="list-style-type: none"> • Dissatisfactory condition of the enhancement of the telephone network in frontier cities. • An increase in the share of traffic of heavy vehicles and vehicles with loads per axis exceeding 8 tonnes. • Possible delays in the construction and reconstruction of the transport network infrastructure. • Harmful effect of external atmospheric pollution, especially industrial pollution in tourist areas located in the vicinity of urbanized and industrialized areas. • A high degree of surface water pollution - rivers and reservoirs excluding recreation usage and limiting their usage as water routes. • Insufficient anti-flood protection system in the basin of the river Odra. • Lack of up-to-date air photographs and an orthophotomap. • Potential conflict of the Voivodship's

<p>(water and wind power plants).</p> <ul style="list-style-type: none"> • Creation of common cross-border tourist complexes (e.g. winter sports with the Czech Republic, Lusatian half-timbered architecture with Germany and the Czech Republic) and of a cross-border tourist rail (Ring). • The region being included into the constructed Trans-European transport and communication systems. • Intensified cooperation of the research and development sector with the industry in the area of environment protection, as well as effective commercialisation of environmental technologies. 	<p>development goals with the designed NATURA 2000 protected area network.</p>
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Rural area development, agriculture	
Strengths	Weaknesses
<ul style="list-style-type: none"> • Large, compact areas of forest and agricultural ecosystems. • Low level of chemicals use in farming. • Favourable soil-climate conditions for conducting multidirectional farming. • Favourable natural environment conditions for the development of fishing, ecologic farming, tourism and agrotouristics. • An increasing level of entrepreneurship of local communities. • An increasing level of education on rural areas. • Functional differentiation of rural areas. • Favourable location in relation to foreign markets. • A relatively large acreage of land owned by the Agricultural Property Agency (significant possibilities for improving the area structure of farms.) • A trend for transferring lower quality land that does not guarantee obtaining profitable crops for afforestation. 	<ul style="list-style-type: none"> • A strip of mountainous and sub-mountainous areas with worse farming conditions. • Weakly developed structure of rural areas causing depopulation of certain areas. • Weakly developed communication network. • Unfavourable agrarian structure of individual farms. • Low level of education of the rural populace. • A large percentage of agriculture in the employment structure. • High unemployment. • Large working force assets in rural areas. • Low ecological awareness of the rural populace. • Decapitalized and scant purchase and agricultural-food industry base. • Decreasing professional activity of rural populace. • Bad condition of land improvement equipment, no irrigation equipment and a lack of small retention reservoirs. • No integrated arable space

<ul style="list-style-type: none"> • Constantly increasing abundance and average age of the forest stands of the Lower Silesia Voivodship. • Ecological farming. 	<p>management projects and programmes.</p> <ul style="list-style-type: none"> • Increasing number of farms stopping all economic activities. • Low intensiveness of animal production. • Development of the communal infrastructure, encompassing less expensive elements (water pipelines, gas supply, telecommunication) with a small participation of expensive elements (sewage networks, sewage treatment plants, solid waste treatment plants.) • A majority of protected natural areas is located on rural areas and is subject to various usage limitations, often causing a conflict of interests of the local community and the environment protection requirements. • Low level of agriculture support services. • Low number of commercial farms. • Low level of farm specialization. • Low profitability of farms. • No own capital of farms. • Low activity of producing and market groups and organizations. • Youth's migration to urban areas.
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Rural area development, agriculture	
Opportunities	Threats
<ul style="list-style-type: none"> • New possibilities for using financial aid completed with national funds to support the development of rural areas. • A possibility for developing activities similar to farming and non-farming activities based on EFS on rural areas. • Accelerating the legislative process adapting national rural and agriculture legislation to European Union requirements. • Cooperation of scientific centres of neighbouring countries and development of commonly implemented educational programmes. 	<ul style="list-style-type: none"> • Inconsistent state's rural and agricultural policy. • Investors' aversion to locate on hardly developed areas. • Too slow public finance decentralization process. • Complicated and bureaucratized system for using aid funds. • Increased competition related to the processes of integration and globalization. • No institutional forms of effective support of the development of rural areas. • No statutory regulation of programming, planning and executing equipment-agriculture works.

<ul style="list-style-type: none">• Implementation of programme declarations related to the development of rural areas formulated in the drafts of government documents.• Favourable conditions for the development of agrotouristics.• Keeping a majority of forest resources under the management of the Regional Directorate of State Forests, thus guaranteeing proper forest management.• Construction of integrated technical infrastructure systems in areas of intensive farming and development of individual technical infrastructure systems for a few or a single farm.• The European Union's Common Agricultural Policy that places emphasis on the development of rural areas and the restructuring of the agricultural-food sector.• Existence of instruments for diversifying farms in the scope of directions of non-agricultural activities.	<ul style="list-style-type: none">• No acts on using agricultural products (bio-fuels.)• Competition of the European Single Market limiting the participation of Polish production on the national and European Union's market.• Insufficient restructuring actions in agriculture in the situation of a strong external competition.• Centralization of the agricultural policy; limitation of the role of the regional self-government.
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Vision, objectives, priorities, actions

The former *Development Strategy for Lower Silesia* included a definition of the *Mission of the region*: **Lower Silesia is a region connecting Poland with Europe** and of the *Main objective*, namely **the creation of a complex of conditions making it possible to live in Lower Silesia in peace, in agreement with other people and in harmony with the nature**. The path leading to the main objective was to include the implementation of five strategic objectives that identified the main directions of the self-government authorities' policy. These objectives are as follows:

- Lower Silesian integration,
- civilization renaissance,
- civic society,
- innovative economy,
- openness.

On the other hand, the main objective of the Lisbon Strategy may be put in the following manner: **“Making Europe the most competitive and dynamic knowledge-based economy in the world, capable of sustainable economic growth with more and better jobs and greater social inclusion by 2010.”** To this end component objectives may be separated. These objectives may be generally divided into two categories: economic and social. In the framework of an objective (objectives) so defined specific - identified below - **priorities** were formulated, part of them being a *novelty* in the Lisbon Strategy, agreed during the meeting of the European Council in Stockholm.

1. Creating favourable conditions for the creation and development of innovative companies, especially in the SME group, as well as stimulating entrepreneurship.

The necessity to take up actions aimed at lowering the costs of conducting economic activity and to eliminated needless bureaucracy was emphasised in this priority.

2. Developing an active employment policy

As a result of the implementation of this priority in 2010 the employment in Member States should increase to 70%, and women's participation in the labour market should increase to 60%. In order to achieve this goal, objectives and actions need to be diversified depending on the individual situation of each of the Member States. Doubtlessly it is necessary to take up further intensive actions for increasing employment capabilities, interest in continuing education, for increasing employment in the services sector and to implement the equal rights policy, among other by creating favourable conditions for combining professional work with family life.

3. Investing in human resources

The implementation of this priority is to be supported by actions resulting in adapting European education and training systems to the needs of a knowledge-based society. They should also ensure an improvement of the level and standards of employment by developing education-training systems that would be precisely adapted to the needs of particular social and professional groups. Important tasks include: transforming schools and training centres into modern, commonly accessible multifunctional education centres, introducing an European certificate confirming the holder possesses basic IT skills, defining means for increasing student and teacher/instructor staff mobility. It may be achieved by removing existing barriers related to recognizing education time and qualifications, developing continuing education and removing personnel shortages in science and technology.

4. Social protection and promoting social integration

Ensuring sustainability and durability of social protection systems, combating the progressing social marginalization and increasing the role of social partners is necessary for the implementation of this priority.

5. Improving the quality of employment

Actions performed in the framework of this priority should go in the direction of simultaneous increasing of both the number and the quality of workplaces (while preserving equality of chances of the disabled and the equality between men and women), promoting flexible work organization (allowing for easier reconciliation of professional and personal lives), education and continuing training, as well as health and safety in the workplace.

6. Employee mobility - opening European labour markets

This priority should be implemented by actions aimed at removing barriers related to the professional mobility of employees, including students, trainees, young volunteers and teachers or the possible creation of a central European database on professional mobility.

The aforementioned priorities should be regarded as crucial in the context of regional development issues. However, they should be completed with agreements from Goeteborg, where **sustainable development**¹ was considered a **global objective**, and therefore influencing each and every aspect of political activity in European Union countries, including sectoral and regional policies. One should also emphasize that in Poland the sustainable development principle is included in the constitution (Constitution of the Republic of Poland of 1997, Article 5).

¹ Sustainable development means a social-economic development that includes a process of integration of political, economic and social actions, preserving the natural equilibrium and the durability of the basic natural processes in order to guarantee a possibility to meet the basic needs of individual communities and/or citizens of both the current generation and future ones.

Considering all the above conditions and earlier considerations included in the diagnosis and the SWOT analysis - Region's strategic balance - the region's vision is as follows:

Lower Silesia as an European node region

A node region is characterized with a high level of social-economic development and plays a very important role in the economy. It concentrates the latest manufacturing factors and stimulates economic activity. The basis for its delimitation is the presence of specific connections that reflect the mutual effect of the node (central area) and its environment. The potential of a node region comes from the reach of its centre with relation to its environment. The central area is an economic, but also administrative, cultural, educational and scientific centre.

Pursuant to the vision proposed Lower Silesia is to be an important element in the European map of node regions. This vision is justified by the fact that currently both countries and regions not only influence one another but are also mutually dependant from each other. Mutual interactions and relations between countries and regions have been in effect for a long time now, however at present these phenomena show great magnification and their spatial range has greatly increased. At the same time the development of network structures and relations is one of the clearly visible, new processes. It is believed that a strong and broadly developed network of internal and external relations of a region is one of the most important factors conditioning its international competitiveness (next to its technical and social infrastructure and an efficient strategic management). The shaping of network structures in the economy, which is currently believed to be one of the most dynamic and visible processes taking place all over the world, is of special significance. The creation and support for such relations between companies in the region is used by the European countries as a means for supporting regional economic development. Traditional allocation effectiveness is no longer the fundament of competitiveness in the structures of the global system. Its place has been taken by adaptation effectiveness determined by various forms of action coordination - indirectly between the market and the hierarchy. Examples of such network connections include, among others, joint ventures, financial engineering, public-private partnerships, industrial districts, research consortiums, franchising. Networks have a logic of their own and consist of two elements: nodes and the relations between them². Among these elements we can single out the so-called network core³, i.e. a node created usually by big spatial units characterized with high intensification and accumulation of modern social-economic activities. They play an important role in the shaping of the functioning of the entire network. Apart from the node that has a specific spatial location also its close and distant environments are distinguished - they strongly influence the functioning of the entire network and consist of lesser entities operating in connection to the units comprising the network. Such phenomenon causes the networks to develop in different spatial scales, i.e. local, regional, national and international.

Whereas the **superior objective** is as follows:

² B. Jałowicki: *Zarządzanie rozwojem aglomeracji miejskich (Urban agglomeration development management)*, Wyższa Szkoła Finansów i Zarządzania in Białystok, Białystok 2002, page 40.

³ R. Domański: *Miasto innowacyjne (Innovative city)*, PWN. Studia vol. CIX, Warsaw 2000, page 62.

***Increasing the level of life of the inhabitants
of Lower Silesia and improvement of the region's
competitiveness while respecting the principles
of sustainable development***

Such objective is somewhat a synthetic depiction of the aspirations identified in the first *Development Strategy for Lower Silesia* together with the postulates expressed during the works on the update of the *Strategy*.

The priorities proposed below reach towards the aforementioned findings and refer to the division of objectives into economic, spatial and social areas.

ECONOMIC AREA

The “economic” objective:

Creating a competitive and innovative economy in Lower Silesia

This objective assumes achieving a high and stable growth and economic development rate, as well as the improvement of Lower Silesia’s competitiveness as an investment attractive region that is favourable for conducting long-term innovative economic activities, using endogenic development factors.

Priority	Action	Description
1. Increasing the investment attractiveness of Lower Silesia	1. Supporting national and foreign investments. Lower Silesian economic marketing.	This action is aimed at increasing the institutional potential of national and foreign investor service by the public administration. This action encompasses training and information projects, creation of Internet platforms aimed at better promotion of the region’s advantages and increasing the possibility to inform potential investors about investment incentives. Conference and trade fair participation, as well as the preparation of a promotional strategy for the Voivodship with a view for future investors can be financed as well. The promotional strategy should be associated with the provincial regional development strategy.
	2. Creating growth and development areas and centres	This action encompasses supporting the development of agglomerations and areas of intensive accumulation of economic activities being regional and national centres of economic and social growth and causing the development distance to other European Union regions to decrease. It also encompasses aiming at establishing closer cooperation with the most economically innovative and competitive centres in Europe and is directly associated with sectoral actions taken up for the development of an innovative economy.
	3. Supporting business environment institutions	This action encompasses supporting regional development of the environment of enterprises and is aimed at eliminating formal and non-formal barriers and increasing their competitiveness. The subject of this action is the creation of a network of connections between the supporting units and the entrepreneurs, as well as dissemination of knowledge on the conditions and specificity of the region’s economy among entrepreneurs by supporting regional bridge institutions connecting the environment with the economy.
2. Creation of a knowledge-based economy	1. Development of modern technologies, also in the scope of services, and the ability to use them.	This action encompasses supporting research and technology activities of manufacturing enterprises, as well as initiatives aiming at the development of the region’s service sector (tangible and intangible). The subject of this action is the stimulation of the development of the market of technologies, especially BAT, supporting R&D activities of enterprises, including subsidising industrial and precompetition research conducted by enterprises or groups of enterprises in cooperation with scientific-research institutions, creation and introduction of technological and organizational innovations already existing in enterprises into the region, supporting the usage of information-communication technologies by entrepreneurs, creation of secure networks and IT systems in enterprises. Support for projects increasing the absorption of modern technologies in the scope of services, implementing a system of information on the latest service products and their promotion among entrepreneurs and consumers in the region.
	2. Strengthening the innovativeness potential	This action encompasses the creation of new innovative companies in the region, promotion of innovative attitudes, creations of conditions for absorption and diffusion of innovation. This action is directly associated with sectoral actions taken up for the benefit of the development of an innovative economy. The subject of this action is the creation and strengthening of a pro-innovation institutional system, creation of innovation awareness in the regional community and gathering of information on broadly taken Voivodship’s innovativeness resources (staff, scientific and research centres, innovative companies, Internet resources, libraries, schools, consulting and advisory companies, training companies and their training offer, etc.) and their public dissemination. This action will also support the creation and development of regional and local communication and information sharing systems (associated with the collection and processing of data, its analysis, study, creation of organizational structures supporting the cooperation with innovative institutions or interested in the regional innovation potential.) It is possible to support, in the framework of this action, partner cooperation in the scope of regional development strategy implementation, the usage of the Voivodship’s innovation potential (meetings, seminars, workshops, trainings,) verification and updating development concepts related to the strategic directions of the region’s development and based on international development directions and trends, including those aimed at finding strategic innovation advantages of the region (regional foresight.)
	3. Supporting technology transfer	This action encompasses supporting enterprises obtaining new technologies. The subject of this action is the identification of sources of new technologies, their promotion, dissemination of knowledge related to their utility and efficiency, as well as information on how may they be used in practice, plus financial support for new technology transfer.

3. Supporting economic activity on Lower Silesia	1. Supporting SME development	This action encompasses supporting the activities of small and medium-sized enterprises, eliminating barriers and limiting market process-related threats for their operation created by the institutional environment and dishonest competition. Moreover the action encompasses adapting enterprises to European Union legal regulations.
	2. Efficient usage of external economic endeavour financing sources	This action encompasses supporting initiatives aimed at achieving a relatively complete, but also rational usage of external economic activity financing sources, using the financial leveraging mechanism. The subject of this action is the identification of external economic activity financing sources, in particular European Union funds, the creation and updating of a system of information on these sources and aiming at a maximum facilitation of access thereto, basing on regional structures.
	3. Promoting and marketing regional products	This action encompasses creating a specific market offer encompassing products characteristic for Lower Silesia (in the broadest meaning possible, i.e. also intangible). The subject of this action is the implementation of new promotion instruments, including the promotion of export, as well as the creation of an institutional and system framework aimed at supporting export and promotional activities performed by entrepreneurs, provincial self-government authorities and local self-governments. It is also possible to create and implement marketing strategies for Lower Silesia products targeted to recipients outside the region in the framework of this action.
	4. Economic cooperation in the region	This action encompasses supporting the cooperation of enterprises in the scope of creating manufacturing (e.g. farmer,) cooperative, distribution, capital groups, enterprise and self-government entity associations, e.g. by creating network structures - clusters. The subject of this action is support for implementation of common endeavours of enterprises with scientific-research units and institutions responsible for regional development, improvement of the general investment climate, improvement and simplification of the administrative procedures associated with performing economic activities, enhancing the system of entrepreneur incentives and creating incentives to undertake common investment endeavours (using the effect of synergy).
	5. Broadening interregional and international cooperation	This action encompasses aiming at achieving economic cooperation of regional companies with national and foreign enterprises, including, in particular, enterprises from the European Union. The subject of this action is the promotion of cooperation with representatives of groups of regional entrepreneurs from other regions (first and foremost from European Union regions).
	6. Supporting changes in entrepreneurship-directed attitudes of the inhabitants of the region, in particular of the inhabitants of small Lower Silesian towns	This action encompasses the broadly taken economic education of the inhabitants of the region and promotion of enterprising attitudes. The subject of this action includes initiatives that will lead to the introduction of economic activity issues to the teaching programme of various schools; projects taking the usage of economic assets of small towns in the region into consideration and projects indicating possible development directions and forms are especially favoured.
	7. Supporting the process of privatization of public enterprises and real estate	This action encompasses creating an efficient institutional systems aimed at conducting the privatization (property return) process in such a manner, so as for it to serve the development of entrepreneurship in the region and induce further investments.
	8. Supporting export and creating the potential of the export capital and the internationalization of Lower Silesian enterprises.	This action encompasses supporting the development of export activities of regional enterprises. The subject of this action is the stimulation of preparations of manufacture or services for export and implementing new export promotion instruments. Initiatives related to cooperation of a group of enterprises developing export activities are especially preferred. It is anticipated that support instruments in the form of subsidising projects, mostly ones using the results of the works of the R&D sector, pro-export investment formal-institutional facilities and other pro-export initiative incentives will be used.
	9. Supporting economic integration and development of the Lower Silesian tourist and spa potential, together with its promotion	This action encompasses the creation of a region-wide common network of relations between tourist enterprises and promoting it both in and outside the region. It is anticipated that actions consisting in broadening the spa and tourist offer in the region by subsidising them and promoting qualitative and quantitative changes will be undertaken. Projects aimed at improving and enhancing the spa-tourist potential of Lower Silesia will be especially supported.

SPATIAL AREA

The “spatial” objective:

Increasing spatial and infrastructural cohesion of the region and its integration with European growth areas

This objective assumes stimulating and strengthening spatial and infrastructural integration of Lower Silesia with Poland and the European Union, as well as its integral integration, active protection of natural environment and cultural assets and shaping of the natural environment of Lower Silesia basing on ecodevelopment principles.

Priority	Action	Description
1. Improvement of the region's spatial cohesion	1. Polycentric development of the settlement network and creating modern functional solutions while preserving natural environment and landscape assets	This action encompasses strengthening the existing settlement structure by complete usage of the potential of particular elements of the settlement system and pursuing spatial integration of the region, as well as counteracting its fragmentation.
	2. Spatial development and the shaping of spatial order basing on the Wrocław Metropolitan Area, the LGOM Functional Agglomeration and the over-regional centres	This action encompasses using the existing social-economic potential located on areas of intensive economic activity by guiding spatial phenomena accumulated on these areas in such a manner, so as for them to be distributed as widely as possible throughout the region. The subject of this action is supporting initiatives aimed at social, economic and spatial integration.
	3. Counteracting degradation of periphery areas and areas endangered with marginalization	This action encompasses the identification of areas, where social-economic processes occur in a dissatisfactory manner, much below the regional average, as well as the taking up of endeavours including these areas in positive phenomena taking place in the region, after using their endogenous resources.
	4. Shaping communication systems favourable for sustainable social and economic development of the region	This action encompasses the taking up of endeavours aimed at comprehensive modernization and reconstruction of existing communication systems, so as to ensure the most efficient dissemination of social-economic development impulses generated in growth centres, as well as pursuing such shaping of these phenomena, so as for them to fully observe the principles of sustainable development and constant increase of the level of safety.
	5. Development and improvement of the over-regional communication infrastructure	This action encompasses the identification of the over-regional regional infrastructure with a view of ensuring the best communication between the region and its surroundings, and taking up actions aimed at such reconstruction of this infrastructure, so as to ensure the best usage of the region's location possible. The important role of European transport corridors will be taken into consideration in the framework of this action.
	6. Supporting infrastructure investments associated with making terrains for housing development available	This action encompasses supporting infrastructure investments carried out on the local level, favourable for the development of housing construction, environment-friendly and mitigating environmental conflicts. The subject of this action are initiatives aimed at identifying external financing sources for such endeavours, full usage of available opportunities, including public-private partnerships.
2. Sustainable development	1. Increasing the level of living of the rural populace	This action encompasses reconstructing the functional structure of rural areas in the region in order to enable full usage of the newest infrastructure elements by involving external funds, including European Union funds.

	2. Transformation of the agrarian structure	This action encompasses creating conditions for the creation of large production farms, creating facilities for land accumulation, at the same time initiating multifunctional development of rural areas and creating non-agricultural workplaces on these areas, mostly in services.
	3. Creating a new concept of rural areas - development of non-agriculture activities of the inhabitants of rural areas and creating new functions for these areas	This action encompasses activating rural communities by taking up endeavours associated with the formation of workplaces for the benefit of agriculture and the inhabitants of rural areas, as well as creating non-agriculture sources of livelihood for the farmers in the form of agrotouristics or other forms of activity.
	4. Increasing the potential of forest production	This action encompasses using the forest potential of the region fully through a rational forest management, afforestation of wastelands, enhancement of the basis for the rationalization of the wood industry, at the same time observing the principles of sustainable development in forest management. The subject of this action is support for initiatives aimed at a moderate increase in the forest cover of Lower Silesia and at improving the condition of the current forest stand.
	5. Supporting activities on areas with unfavourable farming conditions	This action encompasses identifying areas with unfavourable farming conditions, identifying their basic endogenic assets and aiming at promoting them in and outside the region. The subject of this action is, in particular, the creation of an incentive system with relation to endeavours ensuring economic and social activation of these areas and promotion of endeavours ensuring their complete integration with the social-economic space of Lower Silesia, also by creating new functions or blending them with earlier development directions.
	6. Modernization and development of the technical infrastructure, reaching towards the requirements of economic and educational requirements	This action encompasses taking up and supporting endeavours aimed at modernizing existing elements of the technical infrastructure, pursuant to sustainable development principles. The subject of this action is supporting initiatives associated with obtaining financial resources and indicating their sources for potential investors, employing financial engineering with particular consideration of European Union funds and funds from other public sources in such a manner, so as to use the region's endogenic assets in the most rational manner possible.
	3.Improvement of spatial order and the harmony of spatial structures	1. Shaping attractive forms of various development complexes, including the regeneration of degraded areas
2. Development of international cooperation in the scope of spatial planning, cooperation between regions and local units. Intensification of cooperation of the Lower Silesia Voivodship with the Czech Voivodships in the domain of cross-border communication.		This action encompasses using frontier areas by intensifying cross-border cooperation both in the form of existing Euroregions and in other forms related to the micro scale (local), but also regional and international. Much significance should be attached to solutions used in European Union structures and to promote them in solution used on the region's borders/ The subject of this action are initiatives aimed at improving and enhancing elements of the social and technical infrastructure in the cross-border system, including increasing communication accessibility of the city of Prague for the inhabitants of Lower Silesia.
3. Cultural heritage protection		This action encompasses supporting actions associated with describing, protecting and promoting the region's cultural heritage, with consideration of the cultural achievements of national, ethnical and religious minorities - creation of an efficient system of institutional foundation favourable for such initiatives.
4. Ensuring ecological safety for the society and the economy	1. Improvement of air quality	The subject of this action is the creation of an efficient system for monitoring air quality, pursuing action improving air quality in areas, where it is currently low and tightening interregional and international cooperation in this area, as well as promoting endeavours enabling the implementation of an efficient system for controlling observance of legal regulations.
	2. Improving the quality of surface and ground waters, their protection and protection of their basins	The subject of this action is monitoring of water assets of the region, taking up comprehensive actions aimed at improving their quality and using endeavours related to protection and the aim of improving the system for controlling observance of legal regulations.

	3. Limitation of a negative influence of communal and industrial waste on the environment	The subject of this action is supporting initiatives aimed at finding waste management solutions that will ensure the maximum limitation of their environmental nuisance by implementing, among others, a recycling and segregation system and by creating landfills meeting the most important European Union standards, including ones of over-local and regional reach.
	4. Improving the quality of degraded and reclaimed soil	The subject of this action is stimulating the development of such soil management that would enable preserving the quality, and in the case of degraded and reclaimed terrain - increasing or restoring the quality of the soil. Preferred endeavours should be of a continuous nature and be connected with the system for monitoring regional soil resources.
	5. Protection of natural resources through their rational usage	The subject of this action is the creation of a legal-institutional system favourable for rational usage of natural resources, development of ecological education in problem areas, elimination of pathological and low-effectiveness economic and legal solutions.
	6. Maintenance and protection of areas of high natural value, improving biological and landscape diversity	The subject of this action is the creation of a comprehensive regional system for the protection of areas of high natural values and support for initiatives aiming at enriching existing natural assets, including lobbying for modifying the NATURA 2000 nature protection system with a view of developmental needs of Lower Silesia.
	7. Forecasting, reacting to and removing the effects of extraordinary threats to human health, life, property and the natural environment	The subject of this action is a region-wide identification of sources of possible extraordinary threats and enhancement of the regional system for reacting to and removing the effects of possible natural and/or civilization threats.
	8. Promoting ecological knowledge	The subject of this action is the creation of a comprehensive system of ecological education, both within the framework of the school system and in the scope of all the region's inhabitants, that takes the specificity of particular professional or age groups and aspirations for identifying members of the regional community with the natural environment into consideration.
	9. Ensuring anti-flood protection and increasing water retention, in particular by ensuring the implementation of the "Odra 2006 Programme"	The subject of this action is the support for initiatives enabling carrying out proper and comprehensive water management both in the scope of threat limiting endeavours and in the scope of endeavours using water resources located in the region for the purposes of economic development, as well as aspirations to implement the accepted programmes, taking the natural environment assets into consideration.
	10. Ensuring spatial conditions and proper ecological conditions for maintaining and developing spa functions	The subject of this action is a complete and rational usage of landscape and climate assets, therapeutic and thermal waters and the spa resort base created on their basis.
	11. Monitoring all elements of the environment	The subject of this action is the creation of a comprehensive system for monitoring the quality of the environment via an institutional foundation and ecological education. This action has to be of an over-regional and international nature.
	12. Development of cross-border cooperation in the scope of protecting the environment from threats	The subject of this action is the intensification and further improvement of the tripartite cooperation systems in the frontier area in the domain of protecting the environment from threats associated with civilization development and natural disasters.
5. Ensuring energy safety of the region	1. Enhancement and modernization of the national transmission system located in the region	This action concerns tasks associated with the modernization of the transmission system. This should result in a modern, reliable and efficient energy redistribution system ensuring a rational - from the region's point of view - energy allocation, as well as ensure the maximum safety possible.
	2. Enhancement and modernization of the distribution network	This action is focused on broadening individual recipients' access to energy, as well as modernization of the distribution network, so as for it to be able to optimally meet energy requirements in the region, with consideration of the spatial distribution of recipients.

	3. Using renewable energy sources with a priority given to hydroelectric power plants	The subject of this action is diversification of energy sources, with particular attention placed on renewable energy sources, mainly hydroelectric power plants, that are rather significant due to the region's specificity and remain largely unused.
	4. Enhancement and modernization of the national high-pressure gas pipeline network	This action concerns endeavours associated with the enhancement of the high-pressure gas pipeline network in the region in such a manner, so as for particular areas of the region to have free access to the network, with consideration of the technical infrastructure necessary for ensuring safety of operation.
	5. Successive provision of access to natural gas to the inhabitants of the region	The subject of this action is enlarging the gas network to reach all elements of the settlement system in such a manner, so as for each and every element of this system to be potentially able to use this energy source.
	6. Ensuring a strategic reserve of natural gas	This action concentrates on creating natural gas reserves using the natural morphologic virtues of the region. The reserves should satisfy the region's needs if the deliveries stop (underground tanks.) The actions will take the ensuring of the necessary means and resources for preventing and fighting extraordinary threats related thereto into consideration.
	7. Enhancement and modernization of heating systems and alternative heat sources	Enhancement and simultaneous modernization of heating systems is an element of both the infrastructural and ecological endeavours. This action is to ensure the most efficient heat energy redistribution in the region and to increase the usage of alternative heat sources.
	8. Including infrastructural networks in European systems	This action is to increase the efficiency, the level of safety and diversification of energy by including the region's infrastructure to the European system.

SOCIAL AREA

The “social” objective:

Developing social solidarity and creative and open citizen attitudes

This objective assumes creating conditions for the improvement of the quality of living, achieving a high (in Polish and European standards) degree of meeting social needs, in particular in the following areas: social, educational, cultural and health.

Priority	Action	Description
1. Social integration and counteracting social exclusion	1. Integration and support for the disabled and other social groups not able to function in the society unaided	This action encompasses implementing both formal (legal, institutional) and non-formal solutions that will enable to create a foundation for a complete integration of the region's community, with a particular consideration of the disabled and Roma.
	2. Perfecting and creating child- and family-care systems. Supporting children and youth, as well as orphans from children's home, including social orphans.	This action encompasses the development of the child-care system, development of the assumption of a pro-family policy, creation of a system for caring after and activating children and youth subject to the broadly taken phenomenon of orphanhood. The subject of this action is to implement institutional solutions enabling to support the families and children in the most efficient manner possible - simultaneously preparing them to function unaided in the region's society.
	3. Social activation of and care over the elderly	This action encompasses implementing solutions aimed at activating the elderly, including ensuring them system care encompassing all aspects of the region's social-economic life, in response to the ageing of the society.
	4. Equalization of chances of women and men	This task encompasses developing solutions that will comprehensively and durably equalize the changes of women and men in the regional community. The subject of this action (apart from lobbying for relevant legal regulations) are educational actions and actions that promote convergence in this area.
	5. Reducing poverty with special consideration of areas subject to structural unemployment. Counteracting social marginalization and homelessness.	The subject of this action is supporting initiatives aimed at identifying the sources of poverty in the region, increasing the level of education, including the equalization of educational chances of Roma children, as well as social sensitivity, implementation of European Union programmes, intensification of activities on areas subject to structural unemployment, reinforcing entrepreneurship attitudes by training, counselling, financial aid, guarantees and development of business-related institutions.
	6. Addiction prevention	The subject of this action is supporting initiatives aimed at promoting a stimulant-free model of life among the youth, strengthening the role of schools and the family, creating authorities and attitudes stigmatizing addictions.
	7. Promoting innovative methods and techniques for solving social policy and prevention problems	The subject of this action is supporting projects in the scope of: monitoring, evaluation, social innovation diffusion, training, continuing education.
	8. Creating and launching mechanisms creating attractive conditions for the first job	This action encompasses promoting solutions related to starting work by graduates of various schools, including universities. In the framework of these endeavours conditions encouraging employers to employ graduates will be created. Also active attitudes in the scope of looking for work and own economic activity will be created among the graduates.
	9. Implementing action plans for increasing employment using social partnerships. Promoting social employment and social cooperatives.	This action encompasses activation of the labour market, limiting friction unemployment, supporting projects in the scope of social employment and social cooperativeness.

	10. Creating and promoting mechanisms in the scope of flexible and active forms of employment that counteract exclusion from the labour market	This action encompasses creating solutions and mechanisms in the scope of the labour market that will activate the unemployed, increasing efforts and creating a institutional-legal foundation related to the possibility to broadly promote active forms of employment.
2. Civic society strengthening, culture development	1. Optimizing of the cultural infrastructure, increasing social activity in the area of culture	This action encompasses full stocktaking of the cultural infrastructure and developing solutions enabling its efficient use, among others by creating incentives for the region's society to participate in the creation and receipt of culture. This action includes projects aimed at modernizing and completing the material cultural base of Lower Silesia.
	2. Civilization heritage protection. Regional identity development.	The subject of this action is the stocktaking of the region's civilization heritage, the creation of an infrastructure that will ensure its safety, promotion of this heritage among the inhabitants and completion of educational programmes of various schools with elements of heritage knowledge.
	3. Creating social opinion free of negative stereotypes in relation to persons subject to social marginalization.	This action encompasses instilling attitudes based on tolerance and empathy for people subject to marginalization, especially for Roma. The subject of this action includes initiatives encompassing various forms of education, as well as voluntary actions for the benefit of socially marginalized persons.
	4. Supporting and promoting pro-social attitudes and local social initiatives based on help and partnership	This action encompasses creating attitudes and supporting behaviours that serve the public interest. The subject of this action includes initiatives and endeavours that integrate the regional society in various cross-sections depending on specific social needs and spatial cross-sections.
	5. Activation of local communities, especially in rural areas and small towns	This action encompasses creating and disseminating positivistic attitudes in local communities, especially in areas with social problems. The subject of this action includes initiatives that develop the commitment of local communities in the creation of "small homelands", with particular emphasis placed on identification and usage of endogenic factors that integrate these communities and on improving internal safety.
	6. Strengthening and developing the cooperation between public administration and non-government organizations	This action encompasses supporting positive achievements and counteracting negative phenomena in the scope of cooperation between the public sector and non-government organizations, as well as creating cooperative attitudes for the benefit of the region. The subject of this action is supporting projects aimed at tightening the cooperation between the public administration and "third sector" organizations, basing on the principles of a partnership.
3. Improving the quality and efficiency of the education and scientific research system	1. Increasing the quality of professional education and perfection of teachers and persons conducting trainings, promoting activating education methods	This action encompasses supporting the personnel educating the region's community in the scope of achieving high education standards and supporting the diversity of methods, forms and scope of education, including increasing the effectiveness of health education. The subject of this action includes initiatives that promote professional development of the teaching personnel and increasing the scope of education in non-school forms.
	2. Ensuring common access to information-telecommunication technologies	This action encompasses improving Lower Silesia's inhabitants' access to electronic services, supporting the development of electronic networks and services by private entities and ensuring common access to information on innovation assets. The subject of this action is supporting projects aimed at creating an infrastructure that will ensure broadband Internet access for the public and the companies.
	3. Increasing the number of persons majoring in mathematical-natural and technical science	This action encompasses creating a positive image of a graduate of mathematical-natural and technical faculties as socially desirable on the regional and global level, also in the context of the perspective of creating new quality on the Lower Silesian labour market. The subject of this action includes initiatives aimed at creating a regional staff that will meet the requirements of activation on the labour market in a knowledge-based economy.
	4. Shaping an unobstructed educational system enabling continuous education	This action encompasses supporting the development of a continuing education system in regions. This action encompasses projects favourable for life-long education, increasing the role of the Voivodship's universities in educating adults and integrating the continuing and traditional education systems.
	5. Adapting the educational offer to actual individual needs of the educated and the labour market	This action encompasses creating organizational and financial conditions favourable for cooperation between secondary schools/universities and the local entrepreneurs, enabling the transfer of knowledge and the latest technological solutions from the academic communities to business, as well as adapting education to market requirements. This action also supports the cooperation between schools of various types and entrepreneurs in the domain of vocational and continuing education, as well as proper profiling of university majors from the point of view of the requirements of the regional labour market and the expectations of regional entrepreneurs.

	6. Developing competences and skills necessary for the society, as well as innovative attitudes	The subject of this action includes initiatives that promote professionalism and competencies, as well as a creative approach to life and positive attitudes towards innovative changes, including also initiating endeavours related to own and others' health by shaping knowledge, motivation and skills of a healthy lifestyle.
	7. Developing entrepreneurship by promoting initiatives and creativity during education	The subject of this action is supporting projects and initiatives promoting entrepreneurship attitudes among the children and the youth, especially in problem areas.
	8. Participation in the creation of an European educational and knowledge space	The subject of this action is facilitating establishing contacts between universities, promoting knowledge on European Union aid and on inter-university student, fellow and experience exchange. Organizing lectures via the Internet, e.g. in English for several universities simultaneously - special technical means are necessary for this purpose.
	9. Strengthening connections between education and the economy, science and local communities; developing the process of education socialization	This action encompasses creating organizational and financial conditions favourable for cooperation between secondary schools/universities and local entrepreneurs, enabling the transfer of knowledge and the latest technological solutions from the academic communities to business. The subject of this action includes, in particular, projects aimed at improving the flexibility of the educational offer with a view of a knowledge-based economy.
	10. Coordinating education and training paths for the unemployed and people looking for work with labour market requirements	This action encompasses tasks from the scope of coordinating education plans for the unemployed and people looking for work basing on market indicators. The subject of this action includes projects aimed at fast recognition of the needs of the labour market, as well as an energetic, but at the same time flexible response to changes occurring on the market, manifesting in adapting the scope of trainings on a current basis.
	11. Increasing the scope of information and the quality of vocational counselling. Developing the vocational pre-orientation system.	This action encompasses aid in creating information on various levels of vocational training in relation to the workplace offer. The evaluation of the quality of vocational counselling in the Voivodship and an active participation in establishing contacts between vocational counselling centres and the education are important for this action. The subject of this action is the creation of conditions favourable for cooperation between schools, especially primary schools, with the vocational pre-orientation counselling service.
4. Constant improvement of the safety and health of the Voivodship's inhabitants	1. Ensuring public safety and order - increasing the feeling of safety in the inhabitants	The subject of this action is the improvement of public safety and order. The main emphasis should be placed on fighting common crime against the property and socially burdensome phenomena, such as hooliganism, vandalism, sale of alcohol to minors, drugs-related crime. This action is implemented through equipping Police in adequate technical means, including ensuring broader access to modern communication networks and IT systems, completing lacks in transport fleets, satisfying the increased demand for material necessary to perform operational activities and financing investment-renovation endeavours that ensure optimization of the Police's facilities.
	2. Supporting actions aimed against social pathologies, effective forms of cooperation between the citizens and the Police, as well as forms of neighbourhood cooperation	In the scope of this priority actions making the citizens realize how the cooperation between the Police and the inhabitants should take place and how indispensable is Police's help in maintaining order will be carried out. Common Police-inhabitant patrols or housing estate monitoring, where the Police has access to the recordings, may be examples of such cooperation.
	3. Improving road safety	This action encompasses endeavours aimed at limiting the number of road accidents and collisions, employing all the entities responsible for road safety. This action should be implemented by equipping entities responsible for road safety with technical equipment and means ensuring improvement of road safety.
	4. Decreasing the inhabitants' exposure to harmful factors in their living, working and education environments	The priority in this action is the monitoring of the natural environment, which a person lives, works and learns in. It should aim at combining the interest of the entrepreneurs with the maximization of the quality of living in the natural environment. The subject of this action is publicizing the problem of natural environment pollution, natural disasters and other local hazards, as well as promoting a safe and healthy lifestyle.
	5. Increasing the activeness of self-governments, organizations and association in the development and promotion of sport, recreation and an active life. Personnel training.	This action encompasses the activation of entities operating in the Voivodship, especially those related with the public authorities of various levels, in order to take up actions aimed at achieving a healthy and active lifestyle. The subject of this action should include: aid for schools that educate staff responsible for the promotion of sport and recreation; participation in all kinds of tournaments, street runs and marathons; propaganda activities aimed at promoting an active life; consolidation of various groups around widely taken issues related to the elderly and their social, life, professional and health functions.

	6. Increasing the effectiveness of disease prevention, early detection and treatment, as well as addiction prevention and treatment	This action encompasses an analysis of incidence of this type of problems in the Voivodship's spatial systems and developing a way to initiate energetic preventive activities in locations of their intensive occurrence. The aim of such actions should be making the society aware of the threats and consequences of ignorance in the scope of health prophylaxis, disrespecting disease symptoms and negative effects of all kinds of stimulants. The subject of this action will be to develop and implement prevention and health promotion programmes.
	7. Ensuring access to specialist healthcare benefits provided in the most optimal and efficient manner possible	This action encompasses a broad scope of patient and healthcare help in efficient usage of available equipment and facilities, as well as the necessary cooperation. The subject of this action will be professional and sanitary adaptation of healthcare facilities and equipment to the standards in force in order to decrease the differences in health and access to specialist healthcare benefits.
	8. Promoting mental health and preventing mental disorders	The subject of this action is the creation of an information system promoting a healthy lifestyle, accessible by all inhabitants of the region, that, apart from the information function, should also monitor and in result stimulate actions preventing mental disorders.
	9. Developing the system of care over pregnant women and newborn children	This action encompasses aid for pregnant women and women in a difficult life and material situation in order to counteract placing newborn children for adoption. However the priority is to encourage women to have children by offering help in the post-childbirth period and next ensuring proper care over the newborn child.
	10. Developing elderly care services, partially replacing the healthcare system	This action is aimed at making the people sensitive for neighbourly help, which is especially important in the case of the elderly or the bed-ridden, as well as fully using voluntaries, which will lead to lessening the load on healthcare.
5. Active labour market policy and strengthening human resources development	1. Skill development in relation to the needs of the regional labour market identified on the basis of market research and analysis	This action encompasses increasing the potential of local and regional human resources by: supporting the development of professional qualifications of the employed, including increasing the participation of low-qualified and elder employees in vocational trainings, adapting professional qualifications of the inhabitants to the economic profile of the region; This action also encompasses research that will increase the knowledge of the regional labour market, including analysis of social-economic changes taking place in the region and evaluation of future trends on the labour market, convergence research performed in the area of endeavours in the scope of increasing professional qualifications and the needs of the regional labour market, analysis of the situation on the labour market in the scope of selected professions, industries, sectors and employee expectations related to the desirable qualifications of potential employees.
	2. Supporting restructuring processes	This action encompasses vocational reorientation of persons in danger of losing their work due to restructuring processes, including help in obtaining qualifications necessary for performing a new profession and help in finding new work. The subject of this action includes also counteracting further increase of unemployment on rural areas by supporting the organization of various trainings and counselling aimed at changing professional qualifications of the farmers intending to leave the agricultural sector.
	3. Self-employment promotion	This action encompasses comprehensive support for people planning to start their own economic activity. This action will include various forms of aid (advisory, training, financial) both when the enterprise is established and in the first period of its operation.
	4. Increasing access to employment	This action assumes increasing employment of the unemployed and people looking for work that belong to groups with an especially difficult situation on the labour market. The subject of this action are various forms of active support, help in gaining new skills and qualifications, as well as development of alternative employment forms. This actions encompasses also supporting social partnership for increasing employment, promoting social employment and social cooperatives.

Strategy implementation, monitoring and evaluation system⁴

STRATEGY IMPLEMENTATION TEAM AND ITS FUNCTIONS

Effective, timely and efficient implementation of the *Development Strategy for the Lower Silesia Voivodship* requires the presence of a body performing a number of various conceptual, organizational, coordination, control and informational tasks in the structure of the Marshall Office. In order to constructively respond to this need the Marshall of the Lower Silesia Voivodship should appoint the Strategy Implementation Team (SIT). The Team should be a staff body of the Marshall of the Lower Silesia Voivodship.

The team should have the following members: the Marshall of the Lower Silesia Voivodship (as its chairman), the Chairman of the Regional Development Policy and Economy Commission of the Regional Parliament of the Lower Silesia Voivodship, responsible for monitoring the *Strategy* implementation process, directors of selected divisions of the Marshall Office, the secretary of the Strategy Implementation team and a strategic planning expert. **The makeup of the Team will change** depending on the tasks carried out.

The Marshall of the Lower Silesia Voivodship will appoint or invite (permanently or for a specified period of time) the following persons to participate in the work of the Team:

- directors of organizational units that operate in the region,
- representatives of strategic cooperation partners,
- experts in individual domains,

The team should consist authors (representatives of author groups) of all implementation projects of the *Strategy*. The scope of official duties of the employees of the Marshall Office that will be appointed by the Marshall of the Lower Silesia Voivodship should be enhanced to include participation in the work of the Team.

Considering the structure of the *Strategy*, the experience of other territorial self-government units in the scope of strategic plan implementation, as well as the characteristics of the Voivodship's economy and the self-government of the Lower Silesia Voivodship, the following *Strategy* implementation-related functions of the Strategy Implementation Team may be identified:

CONCEPTUAL FUNCTION

Due to the qualifications of Team members in the scope of all the areas of the region's self-government's interaction with the region's economy and the internal activities of the provincial self-government it is advisable for the Team to:

⁴ The concept present in the *2004-2015 Development Strategy for Jelenia Góra (Strategia Rozwoju Jeleniej Góry na lata 2004-2015)* drawn up by a team lead by professor reader Ryszard Broła was used in the preparation of this section.

- 1) **draw up secondary projects** for the implementation of strategic tasks and submit them to the Marshall of the Lower Silesia Voivodship, who will submit them to:
 - relevant units of the Marshall Office,
 - relevant units in the region, entities cooperating with the self-government of the Lower Silesia Voivodship in the scope of implementation of strategic tasks,
 - the Regional Parliament of the Lower Silesia Voivodship;
- 2) **evaluate secondary projects** for the implementation of strategic tasks defined by other entities via an appointed representative of the Team or a group of representatives appointed by the Marshall of the Lower Silesia Voivodship,
- 3) **modify** ready secondary projects for the implementation of strategic tasks,
- 4) **apply to the Marshall of the Lower Silesia Voivodship for entrusting or commissioning** the implementation of a secondary project for the implementation of a given task to external experts if the Team does not have the necessary competences to efficiently handle the implementation.

It should be strongly emphasized that **it is not allowed to modify the list of strategic priorities or the strategic objective itself**. Only secondary projects for the implementation of strategic tasks may be modified. The Marshall of the Lower Silesia Voivodship is authorized to give them the **nature of an official disposition** in relation to the structures subordinate to him. Secondary projects may also become, in part or in whole, a subject of commitments of the parties, what may be used in cooperation agreements in the scope of implementing strategic tasks concluded, among others, with other self-governments. It is admissible, and in some cases even advisable, for the Team to cooperate with the commissions of the Regional Parliament of the Lower Silesia Voivodship when drawing up or modifying secondary projects.

MONITORING-PROPOSAL FUNCTION

Constant monitoring of the situation a given organization is in is one of the basic characteristics of strategic management. Such monitoring has to concern not only the internal issues of the managed organization but also issues related to its closer and more distant environment. Its key characteristic is the time scope including not only the present, but also the foreseeable (in an acceptable scope) future; the time horizon may differ depending on the plane of development of the Lower Silesia Voivodship. The Team has to ensure proper monitoring for the *Development Strategy for the Lower Silesia Voivodship*. Its purpose will be to initiate procedures for modifying some parts of the *Strategy*, so as for it to always be an effective and efficient tool for reaching Lower Silesia's strategic and operational objectives that are the most important element of this document.

It is especially important for the monitoring activities carried out by the Team not to be mistaken with the evaluation of the implementation of the *Development Strategy for the Lower Silesia Voivodship*, for the monitoring conducted by the Team concerns the conditions and the process of the *Strategy's* implementation, whereas monitoring performed by a relevant

commission of the Regional Parliament of the Lower Silesia Voivodship encompasses the evaluation of the effects of the *Strategy's* implementation.

In relation to the above the Team should:

- **identify** new **properties and factors** important for the region's strategic position,
- **monitor the level** of both new, unidentified properties and factors important for the region's strategic position and those present in the *Strategy*,
- periodically **analyse**, whether the list of strategic tasks is adequate,
- **inform** the Regional Parliament of the Lower Silesia Voivodship via the Marshall of the Lower Silesia Voivodship on the need to modify the analytical and/or task section of the *Strategy*, as well as **submit proposals** of such changes,
- **inform** the Regional Parliament of the Lower Silesia Voivodship via the Marshall of the Lower Silesia Voivodship on the necessity for a comprehensive update of the *Strategy*,
- **identify** new, more favourable concepts for the implementation of individual strategic tasks and include them in the secondary projects for the implementation of strategic tasks.

INTERNAL INFORMATION DISTRIBUTION FUNCTION

The degree, in which the objectives assumed are achieved in the specified time horizon strongly depends on the efficiency of the circulation of information on the *Strategy* between the decision makers of the region of Lower Silesia. If the authorities will not be adequately informed, not only the **effectiveness of the actions may be limited or become conflicting**, but it may also lead to **seizure of the implementation of the *Strategy***. Therefore the Team should:

- **act as a forum for exchanging information, views and concepts** related to the implementation of the *Strategy*,
- **obtain, draw up and transfer data on the implementation of the document's assumptions together with statistical data** according to the needs of the Commission of the Regional Parliament of the Lower Silesia Voivodship that monitors the effects of the *Strategy*,
- **draw up internal notes** on the implementation of strategic tasks and effects of monitoring mentioned in paragraph 2 and submit them to the Marshall of the Lower Silesia Voivodship, who will direct further internal exchange of this information.

PROMOTION FUNCTION

Under the Act on self-government a **wide group of representatives of the regional community, as well as invited guests that represent closer and more distant environment of the region** participates in the process of creating and approving the *Strategy*. The process also needs to be publicized in the regional mass media. Starting with this process **the community of Lower Silesia and its representatives participating in the works will receive up-to-date information confirming that the *Strategy* is a useful tool for managing the region and that the implementation process progresses on schedule.** Providing public access to information on the implementation of the *Strategy* will result in **increased trust** to regional authorities, **approval for the actions** undertaken by these authorities, as well as in **increased social commitment**. In addition such actions will be one of the **guarantees of a continued implementation of the *Strategy* by the next tenure of the Regional Parliament of the Lower Silesia Voivodship.** The Strategy Implementation Team should therefore perform a number of actions related to public relations in the scope of the *Strategy*. In particular the tasks of the Team with this regard will include:

- **drawing up short press releases** (e.g. periodic reports) on the implementation of the *Strategy*,
- **drawing up material on the *Strategy***, depending on the needs reported by the representatives of the media,
- **drawing up the promotional folder** (and other publications of similar nature - leaflets, brochures, ads, information brochures) for Lower Silesia (the part related to the *Strategy*),
- **planning and performing** actions associated with promoting the *Strategy* together with promotional actions performed by the Voivodship's self-government.

COOPERATIVE FUNCTION

A broad cooperation of both various economic and self-government entities, as well as social organizations and various associations, is indispensable for the implementation of Lower Silesian strategic tasks. The most important partners include:

- self-governments of neighbouring Voivodships,
- cross-border cooperation partners,
- self-governments of European Union Member States' regions,
- self-governments of the region's districts,
- self-governments of the region's communes,

- economic entities and organizations thereof that operate in the region,
- institutions that distribute financial aid and/or support self-governments using non-financial means,
- social organizations operating in the area of culture, sport, recreation, education, healthcare and environment protection.

The basic premises of initiating and implementing cooperation include the opportunities to improve the effectiveness and efficiency of the implementation of the *Strategy*, to obtain additional financial resources and to use valuable concepts that increase the dynamics of the activities of the self-government of the Lower Silesia Voivodship. It is therefore necessary to identify potential partners and next plan and perform actions profitable for both or a greater number of parties. It is also probable that a given entity will bring up a concept or a detailed proposal related to the implementation of a given strategic objective. It will be then necessary to analyse this proposal with regard to the benefits it may bring to the development of the Lower Silesia Voivodship on the economic, social or environmental level. These requirements allow us to say that the Team should take up the following actions:

- *constant monitoring* of the group of potential partners in the scope of strategic tasks and *identifying partners* of a specified type for common implementation of a given task (mainly *non-budgetary financing sources*),
- *informing the Marshall of the Lower Silesia Voivodship on identifying potential partners for strategic cooperation*,
- *applying* (drawing up applications, providing explanations, etc.) Lower Silesia's strategic tasks to comprehensive or industry-specific planning programmes of a greater scope.

To recapitulate, starting with the day, on which the Team *representing the strategic interests of Lower Silesia* is appointed *no plans of this type may be drawn up without the participation of a representative of this Team*. Considering the above, the Team will be also obligated to:

- *participate in the drawing up of applications* for financial or other aid for the implementation of strategic tasks - this includes applications addressed to the so-called "aid institutions" or authorities / national administration bodies,
- *inform the Regional Parliament of the Lower Silesia Voivodship* by means of a synthetic document submitted to the Marshall of the Lower Silesia Voivodship on newly identified opportunities in the scope of cooperation, including, first and foremost, *new non-budgetary financing possibilities*,
- *establish contact* with potential partners for strategic cooperation,
- *give opinion on external* (presented by other entities) *cooperation proposals*,

- *give opinion on externally proposed amendments to the Strategy and inform the Regional Parliament of the Lower Silesia Voivodship via the Marshall of the Lower Silesia Voivodship on such proposals.*

ADVISORY FUNCTION

The Team should:

- **give opinion** through the Marshall of the Lower Silesia Voivodship on the proposed resolutions of the Regional Parliament of the Lower Silesia Voivodship that are related to the *Strategy*,
- **support** the commissions of the Regional Parliament of the Lower Silesia Voivodship on their request in the scope of **giving opinion** on proposed resolutions of the Regional Parliament of the Lower Silesia Voivodship that are related to the *Strategy*,
- **inform the Regional Parliament of the Lower Silesia Voivodship or a relevant commission of the Regional Parliament of the Lower Silesia Voivodship through the Marshall of the Regional Parliament of the Lower Silesia Voivodship on a need to submit a proposal of a resolution** that will enable or improve the *Strategy* implementation process,
- **essentially support the Regional Development Policy and Economy Commission of the Regional Parliament of the Lower Silesia Voivodship that performs monitoring** by, for example, participating in the preparation of polls.

DESCRIPTION OF MONITORING

PURPOSE AND METHODOLOGY OF MONITORING

Monitoring of the process of implementation of the *Development Strategy for the Lower Silesia Voivodship* is as important as the drawing up and implementing of the *Strategy*, **for lack of control of the implementation of the strategic plan may result in a sudden decrease in effectiveness and efficiency of the implementation process. In extreme cases it may lead to an undefined delay of implementation of individual strategic tasks.** A solution widely used in this scope is the evaluation of the degree and rate of reaching operational objectives. This process uses a set of meters allowing to verify, whether a given operational objective was completed before the assumed deadline. **Meeting all or a decisive majority of assumed evaluation ratios will mean the completion of the operational objectives, and therefore the achievement of main strategic objectives.**

Special attention should be paid to periodic public polls (performed on a representative group of natural persons living in Lower Silesia) that should be performed at least every other year. Company polls (performed among owners or management of enterprises registered in the Lower Silesia Voivodship) should be performed in a similar cycle. Their preparation and essential development may be contracted to an expert, whereas technical support will be provided by the employees

of the Marshall Office and commune offices from the region that implement local development strategies correlated with the *Strategy for the Lower Silesia Voivodship*. **Such solution is characterized with an adequate quality with a simultaneous decisive decrease of necessary costs.**

SUBJECT OF MONITORING

The subject of monitoring is the Lower Silesian region understood as a social-economic-ecological system. This means that the following aspects will be taken into consideration:

- the region's economy,
- the regional community,
- the natural environment,

These aspects shall be the subject of evaluation. Analysis of the changes resulting from the implementation of the *Strategy* has to be performed in accordance with the internal administrative or organizational structure of the region, i.e. on the levels of:

- the Voivodship,
- districts,
- communes.

Also economic entities and the regional community (to be precise: the representatives of the entities and inhabitants) will also be subject to monitoring. The unit performing monitoring in such areas should evaluate the occurring changes. In practice, the monitoring and evaluation will consist in maintaining a constantly updated database with regard to absolute values, change dynamics indicators and intensity indicators. It will also consist in obtaining an evaluation of the social-economic situation of the region formulated in the opinion or consciousness of economic entities and communities that shapes attitudes and determines actions taken up.

MONITORING METHODS AND TOOLS

The preparation of an adequate database enabling performing analysis of the current status and the occurring changes is necessary to ensure proper monitoring. Essential information on the social-economic development of the region will come from national statistics institutions. The basic data should be prepared and gathered by individual communes and next aggregated in districts and Voivodships. Also the following bodies and institutions should provide help in creating the regional development monitoring information database:

- district starosties,
- commune offices,

- the Statistical Office.

Regional authorities have to develop efficient forms of cooperation with the national statistics body and reserve appropriate funds for this purpose, although probably not every information obtained will require special financing.

A uniform appropriately aggregated, i.e. on the level of districts in the commune system, and on the level of the region in the commune and district system, indicator matrix should be used on the level of the region, districts and communes. Of course, monitoring on the level of a district will be more complex than in the case of a commune, as well as monitoring on the level of the Voivodship will be more precise than on the level of a district. The first (commune) level should be local, the second (district) - subregional, and the third (Voivodship) - regional. A decisive majority of the region's communes has internal computer information systems and the creation of databases for the purpose of monitoring the implementation of the *Strategy* should not pose any serious problems.

MONITORING IMPLEMENTATION

Systematic study and evaluation is a characteristic feature of each monitoring activity. It is proposed to assume the annual evaluation as credible, for they are associated with financial-tax settlements. A monitoring including the evaluation of the following aspects will be considered to be sensible and valuable:

- implementation of the actions assumed within the framework of the approved priorities,
- opinions of economic entities on development,
- opinions of the region's inhabitants on development and the level of living.

Evaluating the degree of the horizontal span of the development between individual areas of the Voivodship (internal cohesion of the region) is very important for the monitoring as a whole. The above especially concerns the level of living of the region's inhabitants.

MONITORING STRUCTURE AND MATERIAL SCOPE

Three categories associated with the assumed priorities and actions are proposed for the monitoring of the implementation of the *Strategy*. The material scope of monitoring should not be too vast. Evaluation of development should be of a general nature. A set of indicators used as the basis for the evaluation should include the basic issues of economic, social and environmental development in a rather detailed manner.

MONITORING AND EVALUATION INDICATORS

ECONOMIC AREA - INDICATORS

Priorities	Indicators
<p>1. Increasing the investment attractiveness of Lower Silesia</p>	<p>The number of national economy entities registered in the REGON registry per 10 thousand inhabitants, including</p> <ul style="list-style-type: none"> • trade companies with foreign capital • SMEs <p>The number of Direct Foreign Investors (DFI) The number of Direct National Investors Investment outlays in enterprises Investment outlays per 1 inhabitant; including outlays in the private sector per 1 inhabitant Gross value of fixed assets Gross value of fixed assets in enterprises Gross Domestic Product per 1 inhabitant Gross added value by sectors:</p> <ul style="list-style-type: none"> • per 1 employed • per 1 work-hour <p>Value of industrial production sold Value of construction-assembly production sold Share of export revenues in product, goods and material sale revenues</p>

<p style="writing-mode: vertical-rl; transform: rotate(180deg);">2. Creation of a knowledge-based economy</p>	<p>Outlays on research and development activities in relation to GDP Outlays on R&D activities by financing sources, including activities financed by economic entities Industrial enterprises using the Internet The number of scientific-research units The number or relations between scientific-research units and economic entities creating a cooperation network The number of scientific-research employees The number of developed and used patents and licence implementations Invention patents granted per 1 million inhabitants Share of enterprises performing innovative activities in the industry Share of new and modernized product manufacture in industrial production sold The value of new and modernized products placed on the market Households with a PC with Internet access as a percentage of the total number of households Employed by sectors:</p> <ul style="list-style-type: none"> • agricultural • industry and construction • market services • non-market services <p>The number of vocational trainings, internships performed by educational units in cooperation with the business Percentage of pupils and students that mastered two foreign languages on the B2 level Percentage of pupils, students and trainees that receive a part of their education in EU Member States or non-EU countries</p>
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">3. Supporting economic activity on Lower Silesia</p>	<p>The number of economic entities registered in the REGON register The number of newly registered economic entities operating in the Voivodship The number of entities that did not commence, ended or suspended their activities (by indicated categories) The number of commercial law companies The number of economic entities numbered among SMEs SMEs' share in industrial production sold The number of enterprises using free or semi-free counselling Average employment Employed:</p> <ul style="list-style-type: none"> • in general • including the private sector <p>The number of entrepreneurs receiving financial aid from Community programmes Changes in the level of unemployment Populace migration balance SMEs' share in Voivodship's export SMEs' share in Voivodship's GDP</p>

SPATIAL AREA - INDICATORS

Priorities	Indicators
<p>1. Improvement of the region's spatial cohesion</p>	<p>Paved public roads:</p> <ul style="list-style-type: none"> • per 100 km² • per 10 thousand inhabitants <p>Total length of national roads, including:</p> <ul style="list-style-type: none"> • motorways • express roads <p>The total length of modernized national roads</p> <p>Railway lines used, including electrified railway lines:</p> <ul style="list-style-type: none"> • per 100 km² • per 10 thousand inhabitants <p>Total length of railway lines used</p> <p>Total length of modernized railway lines</p> <p>The number of railway connections on specified routes</p> <p>Passengers arriving at the Wrocław airport</p> <p>Passengers departing from the Wrocław airport</p> <p>Registered passenger cars per 1000 inhabitants</p> <p>Delivery vans up to 3.5 tonne registered in the region</p> <p>Trucks registered in the region</p> <p>Barges registered in the region that perform shipping on the river Odra</p>

<p style="writing-mode: vertical-rl; transform: rotate(180deg);">2. Sustainable development of rural areas</p>	<p>Percentage of population using the water supply network</p> <ul style="list-style-type: none"> • in general • including on rural areas <p>Percentage of population using the sewage network</p> <ul style="list-style-type: none"> • in general • including on rural areas <p>Percentage of population using the gas supply network</p> <ul style="list-style-type: none"> • in general • including on rural areas <p>Main telephone lines per 1000 inhabitants</p> <p>Stationary telephony subscribers (standard main telephone lines) - number of rural area inhabitants as a percentage of the total population</p> <p>Households with a PC with Internet access as a percentage of the total number of households</p> <p>Cultivated land in thousands of hectares</p> <p>The number of afforested hectares of cultivated land</p> <p>Arable land in thousands of hectares</p> <p>Total area sown</p> <p>Average area of cultivated land of a farm, including individual farms</p> <p>Final agricultural production per 1 hectare of cultivated land</p> <p>Share of commercial agricultural production in final agricultural production</p> <p>Tractors per 100 hectares of cultivated land</p> <p>The number of people employed in non-agricultural sectors in rural areas as a percentage of the total populace of rural areas</p> <p>The number of workplaces created in non-agricultural sectors</p> <p>The number of people not in working age per 100 persons in working age</p> <p>Professional activity ratio of rural area inhabitants</p> <p>Rural area migration balance</p> <p>The number of apartments put into use in rural areas</p> <p>Share of forests in the total area</p> <p>Area of forest land</p> <p>Forest cover</p> <p>Investment outlays allocated to environment protection and water management in rural areas</p> <p>Professional activity ration of rural area inhabitants</p> <p>The number of pupils per 1 primary school</p> <p>The number of pupils per 1 secondary school</p>
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">3.Improvement of spatial order and the harmony of spatial structures</p>	<p>The area of devastated and degraded lands as a percentage of the total area of the region</p> <p>The area of reclaimed and developed devastated and degraded lands as a percentage of the total area of devastated and degraded lands</p> <p>The area of green areas in cities</p> <p>The total number of completed facilities, including:</p> <ul style="list-style-type: none"> • residential <p>The total cubature of completed buildings, including:</p> <ul style="list-style-type: none"> • residential <p>The number of regenerated structures</p>

<p>4. Ensuring ecological safety for the society and the economy</p>	<p>Total air pollution emission:</p> <ul style="list-style-type: none"> • dust • sulphur dioxide • nitrogen oxides <p>Water consumption by the national economy and the populace Non-treated industrial and communal waste discharged to surface waters or to the ground Treated industrial and communal waste as a percentage of waste requiring treatment Capacity of sewage treatment plants The number of inhabitants serviced by water treatment plants as a percentage of the total population, including the populace of rural areas Communal waste collected per 1 inhabitant Share of sorted waste in the total number of collected communal waste Share of recycled waste in the total number of produced waste (excluding communal waste) Share of energy produced from renewable energy sources in total energy production Areas subject to the regional nature protection system as a percentage of the total area of the region Share of forests in the total area of the region Investment outlays from territorial self-government unit budgets allocated to environment protection</p>
<p>5. Ensuring energy</p>	<p>Household electrical power consumption per 1 inhabitant Electrical power consumption per 1 recipient Share in the national electrical power production Energy consumption ration of the economy per GDP unit</p>

SOCIAL AREA - INDICATORS

Priorities	Indicators
<p>1. Social integration and counteracting social exclusion</p>	<p>Urbanization ratio</p> <p>Households with a PC with Internet access as a percentage of the total number of households</p> <p>Number of active social institutions</p> <p>Internal and foreign (for permanent residence) migration balance per 1000 inhabitants</p> <ul style="list-style-type: none"> • including in rural areas <p>Employment ratio</p> <ul style="list-style-type: none"> • by age group • by gender <p>Long-term unemployment as a percentage of the total number of:</p> <ul style="list-style-type: none"> • unemployed • unemployed women <p>Unemployed below 25 years of age as a percentage of the total number of:</p> <ul style="list-style-type: none"> • unemployed • unemployed women <p>Nominal income in the household sector per inhabitant</p> <ul style="list-style-type: none"> • original gross income • gross income for disposal <p>The number of persons using social assistance benefits per 10 thousands inhabitants</p> <p>The number of completed social policy programmes</p> <p>The number of organized unemployed trainings</p> <p>The number of persons participating in the trainings</p> <p>The number of persons using the services of labour offices</p> <p>The number of job offers per 1000 inhabitants</p> <p>Social assistance expenditures from territorial self-government unit budgets</p>
<p>2. Civic society strengthening, culture development</p>	<p>The number of digitized libraries with Internet access</p> <p>The number of persons using the libraries</p> <p>The number of inhabitants per 1 library</p> <p>The number of books per 1000 inhabitants</p> <p>Borrowed books in volumes per 1000 inhabitants</p> <p>Visitors of museums and expositions</p> <p>Visitors on performances of philharmonics, orchestras and choirs</p> <p>Viewers in cinemas and theatres</p> <p>Regenerated and modernized cultural heritage structures</p> <p>Visitors of historic monuments and historic complexes</p> <p>The number of persons working in social organizations</p> <p>Expenditures from territorial self-government unit budgets for culture and national heritage protection in communes, districts and Voivodships, including:</p> <ul style="list-style-type: none"> • funds acquired from the national budget and the EU <p>The number of places in social assistance institutions</p> <p>The number of people receiving social assistance per 10 000 inhabitants</p> <p>The number of completed apartments, including communal apartments</p>

<p>3. Improving the quality and efficiency of the education and scientific research system</p>	<p>Education of persons in the age of 15 and above:</p> <ul style="list-style-type: none"> • secondary • higher <p>The number of pupils per 1 teacher/1 school The number of secondary school graduates by school type The number of students per 1000 inhabitants The number of students per 1 fellow The number of post-graduate and doctorate studies graduates Percentage of schools that have PCs with Internet access by education level Education expenditures from territorial self-government unit budgets per 1 inhabitant The number of scientific research, patents and utility designs implemented and used by economic entities The number of economic entities, institutions and organizations that use implemented scientific research Continuing education of adults (percentage of persons aged 25-64 that learn and supplement their education) - forms, levels, professional groups</p>
<p>4. Constant improvement of the safety and health of the Voivodship's inhabitants</p>	<p>The number of actual crimes per 10 000 inhabitants Detection ratio of actual crimes The number of road safety events (collisions and accidents), indicating their most frequent locations The number of injuries in road accidents The number of fatal injuries in road accidents</p> <ul style="list-style-type: none"> • per 100 thousands inhabitants <p>The number of doctors per 1000 inhabitants The number of dentists per 1000 inhabitants The number of nurses per 1000 inhabitants The number of midwives per 1000 inhabitants The number of inhabitants per 1 hospital bed The number of inhabitants suffering from civilization diseases:</p> <ul style="list-style-type: none"> • of the heart, • tumour, • of the respiratory system, • diabetes. <p>Expenditures for civilization disease prevention The number of non-government organizations performing activities in the scope of health promotion The number of implemented health promotion educational programmes</p>

<p>5. Active labour market policy and strengthening human resources development</p>	<p>The number of long-term unemployed as a percentage of the total number of:</p> <ul style="list-style-type: none"> • unemployed, • unemployed women, <p>The number of unemployed under 25 years of age as a percentage of the total number of:</p> <ul style="list-style-type: none"> • unemployed, • unemployed women, <p>The number of registered unemployed that can not find any work for more than 24 months as a percentage of the registered unemployed</p> <p>The number of unemployed women that can not find any work for more than 24 months as a percentage of the total number long-term unemployed</p> <p>Expenditures from territorial self-government unit budgets for adaptation to the needs of the labour market</p> <p>The number of implemented labour market programmes</p> <p>The number of organized trainings for the unemployed</p> <p>The number of trainees</p> <p>The number of employed in the result of the implementation of unemployed activation programmes</p> <p>The number of persons using the services of labour offices</p> <p>The number of job offers per 1000 inhabitants</p> <p>Continuing education of adults (percentage of persons aged 25-64 that learn and supplement their education)</p>
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EVALUATION ISSUES

The **Strategy Implementation Team (SIT)** should also be an active evaluation unit, thus allowing to combine monitoring and evaluation, because these two procedures are naturally related, and therefore allow to formulate comprehensive opinions on the implementation of the *Strategy's* assumptions.

EVALUATION PURPOSE AND METHODOLOGY

The presented indicators are the so-called programme indicators. However, due to evaluation issues in works on determining the final contents of the set of indicators it is worth mentioning that according to the European Union methodology there are also *effectiveness, efficiency and performance* indicators. The figure below presents the relation between the basic elements of the implementation of a programme subject to evaluation and place of these indicators in the evaluation process.

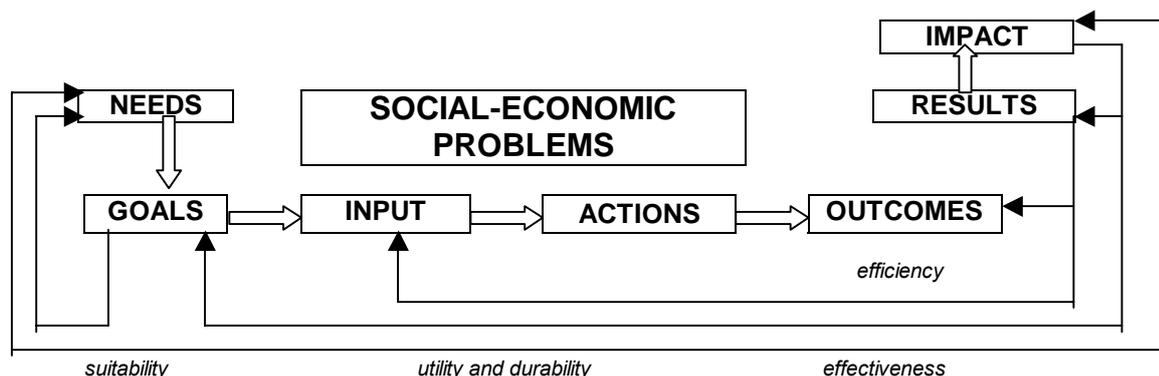


Figure. Basic evaluation issues

Source: Working document No. 3 - indicators for monitoring and evaluation procedures, methodological assumptions

By using the indicators of input, outcomes, results and impact one may measure the effectiveness and efficiency parameters. The first parameter compares the actions performed with the actions planned, i.e. compares the actual and expected outcomes, results and / or impacts. The efficiency parameter determines the relation between the outcomes, results and / or impact and the input (especially financial resources) used to achieve them. European Union experience shows that measuring these values unfortunately poses numerous problems. Efficiency evaluation brings up the following questions: *Could analogous results be achieved using a smaller input? Alternatively: could the same input ensure better results?* These questions are associated with the problem of comparing the programme or actions with possible alternatives. The main difficulty here consists in choosing the right *benchmarks* to perform the so-called comparison with the best. It is believed that it would be the most proper for the benchmarks to be specified in advance, thus allowing to perform adequate comparisons and to determine a clear quantification of objectives as early as in the programming phase.

It is also important to take potential errors in the programme into consideration, for even the most efficient programme is not free of errors. For example, an objective may be imprecisely determined or even completely omitted. In this regard the person performing the evaluation should play a significant and useful part by *transforming inadequately determined objectives into measurable and verifiable ones*. The evaluation of each programme should be divided into three stages: the ex-ante, mid-term and ex-post analysis. The evaluation has to refer to specific issues associated with the implementation of the programme on each of these stages. The indicators are therefore the main source of information for the evaluation, but at the same time they are subject to a specific evaluation on various stages of project implementation. The ex-ante⁵ evaluation should refer to the following elements:

- relations and cohesion between main objectives, detailed objectives and the actions that should be included in the supplementary programme documents,
- existence and suitability of outcome, result and impact indicators on each aid level,
- credibility of the objective quantification level.

⁵ See Commission Européenne, *L'évaluation ex ante des interventions des fonds structurels*, Document de travail No. 2 (1999).

The persons performing the evaluation should play an active part in improving the quality of the indicator system. The mid-term evaluation should evaluate the degree of effectiveness achieved on the basis of indicators collected in the course of monitoring and to evaluate their quality and legitimacy. The ex-post analysis allows to compare assumed objectives with the objectives that were actually attained (including impact) on the basis of final data obtained through monitoring, characteristics and objectives of each of the evaluation types.

Pursuant to the Polish naming convention, i.e. the Act on the National Development Plan of April 20th, 2004, three basic evaluation types are also distinguished:

- estimation (corresponds to the ex-ante evaluation),
- mid-term (corresponds to the mid-term evaluation),
- full (corresponds to the ex-post evaluation).

Table. Evaluation type characteristics and objectives.

EVALUATION TYPE	
CHARACTERISTICS	GOALS
Estimation evaluation	
<p>According to the European Commission the ex-ante evaluation is an interactive process aimed at presenting evaluations and recommendations of experts independent from the institutions/persons committed to the planning and programming processes.</p> <p>In the result of the implemented interactive process the ex-ante evaluation is a key element that enables understanding the strategy, as well as enables allocating financial resources (the subject of negotiations with the European Commission), and enabling a precise determination of the premises and scope of the decisions/choices made. Therefore the ex-ante evaluation is an integral part of the programming process even if it is desirable for the experts' report to be submitted as a separate document in order to maintain transparency.</p>	<p>The goal of the ex-ante evaluation is the improvement and strengthening of the final quality of the Plan or Programme being prepared. In this scope the evaluation actions are to improve the constructive dialogue between persons responsible for the Plan or Programme and the experts performing the ex-ante evaluation. Other detailed goals include:</p> <ul style="list-style-type: none"> • verifying whether the <i>Plan or Programme</i> is a proper tool for addressing issues that the state, region or sector will face, • evaluating, whether the <i>Plan or Programme</i> properly defines strategic axis, priorities and objectives, as well as evaluating, whether they are adequate and whether they may be achieved in a given situation, • contributing to a better quantification of objectives and creating foundations for both the monitoring and for future evaluation actions, • the ex-ante evaluation should analyse the management and monitoring system, as well as should contribute to the creation of project selection procedures and criteria.
Mid-term evaluation	
<p>The mid-term evaluation includes fund usage efficiency analysis, analysis of effectiveness in the scope of achieving the assumed objectives, analysis of the effect on the social-economic situation, including employment, and analysis of the functioning of the implementation system.</p> <p>According to the European Commission the mid-term evaluation is a means for correcting the quality and suitability of the programming. It gives the opportunity to identify programming reorientations that may be necessary to achieve the original objectives. The starting point for the mid-term evaluation is the ex-ante evaluation.</p>	<p>Goals of the mid-term evaluation:</p> <ul style="list-style-type: none"> • evaluating, whether such form of help will be adequate for addressing issues faced by the state, region or sector, • evaluating, whether the strategic axis, priorities and objectives are consistent and still adequate, as well as evaluating how much progress have been made and to what extent the pursued objectives may be currently achieved, • evaluating the quantification of objectives with particular consideration of the degree, in which they support the monitoring and evaluation process, • evaluating the degree, in which the horizontal priorities were taken into consideration (especially the equality and environment-related issues) in the analyzed aid forms, • analysing the suitability of the implementation and monitoring system, • presenting the results achieved with relation to the indicators agreed for the implementation reserve.

Full evaluation	
<p>The full evaluation includes, in particular, fund usage efficiency analysis, analysis of effectiveness in the scope of achieving the assumed objectives, analysis of the effect on the social-economic situation, including employment, and analysis of the functioning of the implementation system. In the light of the analyzed documents, the ex-post evaluation is defined as the "Evaluation which recapitulates and judges an intervention when it is over. It aims at accounting for the use of resources, the achievement of expected (effectiveness) and unexpected effects (utility), and for the efficiency of interventions. It strives to understand the factors of success or failure, as well as the sustainability of results and impacts. It also tries to draw conclusions which can be generalized to other interventions. For impacts to have the time to materialize, ex post evaluations need to be performed some time after implementation. In order to assess impacts, ex post evaluations are likely to involve field studies that track change over time as well as snap-shots such that one time surveys will provide."⁶</p> <p>The analysis performed should lead to identification of strengths and weaknesses of the subject of evaluation, as well as should allow to draw general conclusion and present recommendations that may have broader use (e.g. referring to another programming period or applicable in other areas).</p>	<p>The analysis of the ex-post evaluations indicates that they tend to concentrate on the evaluation of the following elements:</p> <ol style="list-style-type: none"> 1. Suitability (i.e. to what extent the assumed objectives of the programme refer to the problems identified in the area subject to the programme and/or actual needs.) 2. Effectiveness (to what extent the objectives defined on the programming stage were achieved. This criterion is used in the evaluation of the assumptions of the initiative and the extent, in what the target beneficiaries actually used the products and services that became available thanks to the implementation of the initiative.) 3. Efficiency (allows to evaluate the level of "cost-efficiency" of the initiative, i.e. the relation between the expenditures and the outcomes and results achieved. Expenditures are understood as financial and human resources and the time dedicated to the implementation of the initiative. Efficiency evaluation is applicable in the analysis of the possibilities to achieve similar effects by using less resources or increasing the effects using similar resources.) 4. Effect (sometimes called <i>impact</i>, signifies the relation between the purpose of the initiative and the main objectives, i.e. the extent, in which the benefits of target beneficiaries impacted a greater number of people in a given sector, region or the entire country. An analysis that should try to be both qualitative and quantitative, it should take the fact that on this level the analyzed initiative is only one of many factors giving a broader impact into consideration.) 5. Initiative management and implementation.

Source: Own study on the basis of T. Skierniewski: *Data base for the needs of evaluation - types of necessary information and sources thereof (among others: indicators, monitoring data, other.) Creating information for the needs of the Polish evaluation system. (Baza danych na potrzeby ewaluacji – rodzaje niezbędnych informacji oraz źródła ich pozyskiwania (m. in. wskaźniki, dane z monitoringu, inne). Budowanie informacji na potrzeby polskiego systemu ewaluacji.)* - Expertise for the Ministry of Economy and Labour.

⁶ GUIDE, Glossary, Ex post evaluation.

Financial and legal instruments for *Strategy* implementation

CHARACTERISTICS OF FINANCIAL INSTRUMENTS

The following instruments will be the potential sources for financing the development policy in Poland both in the first programming period of 2004 - 2006 and in the next period (2007 - 2013):

- public Community resources, i.e. resources from structural funds and the Cohesion fund in particular,
- public national resources from the national budget, national special purpose funds and the budgets of territorial self-government units, as well as resources of public finance sector units and organizational-legal forms,
- other public foreign aid,
- aid beneficiaries' own contribution, encompassing also credits and loans, including guaranteed by entities authorized to grant sureties or guarantees.

Pursuant to the assumptions of the National Development Plan, over EUR 142 billion (i.e. over PLN 560 billion) is allocated to development. This amount will be distributed between sectoral programs and 16 regional programs and the funds will be obtained from, among others, structural funds, the Cohesion fund, the Common Agricultural Policy, the Common Fisheries Policy, national public funds, as well as private sources. It is proposed for the resources from structural funds be distributed evenly between all participants and allocated to national and regional activities.

The resources from structural funds and the Cohesion funds are used under a framework agreement between Poland and the European Commission (the so-called Community Support Framework), which was concluded on the basis of negotiations concerning the National Development Plan submitted by Poland. The Community Support Framework is implemented through operational programmes. The Cohesion Fund projects are implemented on the basis of the Cohesion Fund usage strategy.

It is evaluated that Poland could receive circa EUR 73.6 billion in the period of the new 2007-2013 European Union financial perspective. The European Commission suggests that the priorities of the structural policy for 2007 - 2013 should be achieved within the framework of the following three new goals:

- convergence,
- regional competitiveness and employment,
- European territorial cooperation,

They would be financed by three funds:

- European Regional Development Fund,
- European Social Fund,

- Cohesion Fund.

A concept limiting the number of structural funds, which is associated with the necessity to simplify the financial system and bring more transparency to it, was submitted. Therefore, the European Commission suggests leaving only three funds that implement the priority goals of the structural policy, i.e. the European Regional Development Fund (ERDF), the European Social Fund (ESF) and the Cohesion Fund. The Commission also assumes that the concept of Community Initiatives will be discontinued and that actions undertaken in the framework thereof will be included in the three new goals. The scope of the European Union structural and regional policy instruments for the period of 2007 - 2013 will be the foundation of the works over the preparation of operational programmes within the framework of the implementation of the NDP for this period.

Financial instruments of the European Union

Instrument	Financed activities	Co-financed activities
European Regional Development Fund (ERDF)	Actions specified in the: Sectoral Operational Programme "Improved Competitiveness of Enterprises", Sectoral Operational Programme Transport and Maritime Economy and the Integrated Regional Development Operational Programme.	Decreasing differences between the levels of interregional economic development of the European Union, and especially initiatives serving the protection of the natural environment, in the scope of technical infrastructure, as well as associated with the creation of new workplaces, scientific research and technology transfer.
European Social Fund (ESF)	Actions specified in the: Sectoral Operational Programme Human Resources Development and partially in the Integrated Regional Development Operational Programme.	Actions related to the employment policy and human resources development.
European Agricultural Guidance and Guarantee Fund (EAGGF) - Orientation Section	Actions specified in the: Sectoral Operational Programme Restructuring and Modernisation of the Food Sector and Rural Development.	Actions related to agriculture and rural development.
Financial Instrument for Fisheries Guidance (FIFG)	Initiatives aimed at restructuring fisheries, mainly by means of direct aid, e.g. in the modernization of fleets, fishery development, product promotion, and also the protection of specific sea areas.	
Cohesion Fund		Projects in the domain of environment protection and Trans-European networks in the scope of transport infrastructure; includes national level aid, not regional, as in the case of structural funds.

Foreign financial aid instruments in the framework of particular international organizations

Organization	Financing manner	Financing goals	Main support areas
European Investment Bank	Direct credits and credits with government guarantees, credit lines granted via banks (direct credits and credits with State Treasury guarantees) and global loans (credits for banks for loans for the beneficiaries).	Supporting and co-financing European Union projects aimed at economically retarded region development - improving the transport and communication infrastructure - supporting environment protection - decreasing energy consumption - strengthening international competitiveness of the industry - supporting development of small and medium-sized enterprises.	Road infrastructure. Liquidating consequences of natural disaster (floods, landslides). Credits for governments for supporting the national budget in the scope of pre-financing projects implemented in the scope of European Union programmes and in the scope of refinancing national budget's expenditures on investment programmes. Direct credits (with or without State Treasury guarantee) and credit lines granted via commercial banks to self-governments (for supporting infrastructure projects, including projects implemented in the framework of European Union Programmes.) Direct credits (with or without State Treasury guarantee) and credit lines for the private sector, the so-called global loans for banks for loans granted on commercial conditions to self-governments and SMEs.
World Bank	Financial and technical aid for Poland in order to support the transformation of the economy and economic development.	Extensive financial and technical aid for Poland in order to support the transformation of the economy and economic development.	Support for the private sector. Reforms of the banking and financial sector. Infrastructure reconstruction and improvement. Restructuring of especially sensitive sectors. Cooperation and support for the development of the self-government sector. Environment protection.

<p>European Economic Area</p>	<p>Financing grants for the needs of investment and development endeavours in priority area. Poland is to receive circa EUR 281 million.</p>	<p>Contributing to decreasing economic and social differences in the European Economic Area.</p>	<p>Environment protection aimed at pollution reduction and renewable energy source promotion. Promoting sustainable development by better usage and management of natural resources. Protecting the European cultural heritage, including regeneration (renewal) of cities. Development of human resources, including promoting education and trainings, reinforcing the administrative potential and democratic processes in self-government institutions.</p>
<p>Norwegian Financial Mechanism</p>	<p>Financing grants for priority investment endeavours. Poland is to receive circa EUR 278 million.</p>	<p>Reducing social and economic disproportions in the EEA, thus contributing to the consolidation of capabilities of new Member States in order for them to fully participate in the internal market of the enlarged European Economic Area.</p>	<p>Implementing the Schengen regulations, supporting the Schengen National Development Plans, as well as strengthening the judiciary. Environment protection taking the strengthening of administrative capabilities for enforcing regulations and procedures relating to investment projects into consideration. Regional policy and border activities. Technical assistance in relation to the implementation of <i>aquis communautaire</i>.</p>

Financial instruments and financing institutions in the framework of national funds

Instrument/Institution	Financing manner	Financing goals	Main support areas
<p>State treasury resources (special purpose reserve) and special purpose funds (Labour Fund, State Fund for Rehabilitation of Disabled Persons, National Fund for</p>	<p>Subsidies and loans.</p>	<p>Projects implemented in the framework of programmes co-financed by structural funds or the Cohesion Fund.</p>	<p>Among others: supporting new investments, export promotion. Entrepreneurship development.</p>

Environment Protection and Water Management).			
National Credit Guarantee Fund	State Treasury sureties and guarantees for the repayment of credits and liabilities resulting from the issue of obligations. The minister competent for public finance issues is entitled to grant State Treasury sureties and guarantees, if the value of the surety or guarantee is not lower than EUR 5 million and not greater than EUR 30 million. If it exceeds the equivalent of EUR 30 million, the decision on granting the surety or guarantee is made by the Council of Ministers upon receiving prior opinion of the minister competent for economy issues. Applications for sureties or guarantees below EUR 5 million are handled by the Bank of National Economy.	Financing investment endeavours of territorial self-government units, small and medium-sized enterprises and co-financing of programmes or projects in the framework of European Union aid programmes.	Financing the purchase of materials or ready-made products for the production of investment goods for export with a contractual value above EUR 10 million.
European Union Surety Fund	Granting guarantees or sureties for bank credits. Guarantees or sureties will concern the main amount of the credit, interest excluded. The Fund's resources will mostly come from the interest accrued on the obligatory reserves of the banks. The guarantee or surety may be granted if the amount of a single guarantee or surety does not exceed EUR 5 million. The Bank of National Economy may also grant banks in the name of the Fund guarantees or sureties for their credit portfolio. The	Implementing endeavours co-financed by the European Union.	The guarantee or surety may concern the amount of the credit and the amount of liabilities resulting from the issue of obligations allocated to finance outlays refinanced by European Union funds (up to 80% of the credit's amount), down payment made by a lessee implementing an endeavour co-financed by the European Union (up to 60% of the credit's amount).

	amount of a single guarantee or surety of a credit portfolio may not exceed EUR 100 thousand.		
Fund for Communal Investments Development	Granting subsidized credits. The credit granted can cover up to 80% of the planned net costs of investment project preparation, however not more than PLN 500 thousand for a given project. The Fund will be of a renewable (rotational) nature, i.e. the part of the funds allocated to credits will be put back into the Fund.	Preparation of communal investment projects allocated to co-financing by European Union funds carried out by communes and unions thereof.	Communal investments.
National Road Fund created in the Bank of National Economy	Non-budget public funds.	Aid for small and medium-sized enterprises, financing of the national road network.	Financing tasks in the scope of preparation, construction, conversion, renovation, maintenance and protection of motorways, express roads and other national roads.
National Equity Fund	Taking up and purchasing shares or stocks, purchasing investment certificates and participation units, purchasing obligations, granting loans, guarantees and sureties, as well as granting unrepayable subsidies for financing part of the costs of investment preparation and funds investment portfolio monitoring.	Providing financial support for capital funds that invest in small and medium-sized enterprises.	Actions taken up in the scope of small and medium-sized enterprise investments and monitoring.
Financial support for long-term investments of a large significance for the economy (a bill of the Ministry of Economy and Labour)	Financing investment projects with costs eligible for financial support of at least EUR 50 million or new investments that create at least 500 workplaces.	Supporting long-term investments.	Creating a new or enhancing an existing enterprise, taking relevant measures in an enterprise in order to introduce essential changes in the production or the production process, including technological innovations, product or service changes, including also changes in the scope of the manner, in which the services are provided,

			as well as the creation of new workplaces in relation to the aforementioned investments.
Public-Private Partnership (PPP)	Public and private resources.	Creating an optimal legal framework for public initiatives with the participation of private partners, stimulating public sector investments (especially infrastructure investments.)	Creating optimal conditions for public initiatives with the participation of private partners.
Self-government - government operational regional development programmes for problem areas	The "Programme for mitigating the effects of employment restructuring in hard coal mining in the Silesian region" and the "Integrated programme for mitigating the effects of the mining, steel and great chemical synthesis industries in the Małopolskie Voivodship".	Restructuring activities in specified regions and industries.	Achieving swift changes on the level of economic entities that will be favourable for increasing the efficiency of production factor management and for an increase in competitiveness.
European Union development instrument: "Regeneration of towns and cities"	It is planned to introduce a new development instrument in the form of subsidies for local programmes (but not individual projects comprising a programme), special venture capital funds, subsidies for tenant associations, communes and surety funds for tenant associations from the European Union funds. The new instrument should be addressed to cities below 100 thousand inhabitants and allow financial support for social housing construction (not exceeding 25%).	Focusing prodevelopmental activities of various types on the predominant elements of the Polish settlement structure that are in a very bad economic condition.	Giving a strong, focused development impulse to many potential sub-regional development centres; economic stimulation of a given urban centre and prodevelopmental influence on the surrounding areas (rural areas); generating attractive conditions for taking up economic activities by SMEs and investing private capital in the communal and financial services sector (guarantees, sureties, creating seed capital) and optimizing communal management.

CHARACTERISTICS OF LEGAL INSTRUMENTS

The *Development Strategy for the Lower Silesia Development* will be implemented in accordance with the national and Community legislation, i.e. with the Act on the National Development Plan, the Act on public finances, the Act on provincial self-government, the Act on spatial development and the Council Regulation laying down general provisions on structural funds and the Cohesion Fund. Account was also taken of the proposal for a Council Regulation on the European Regional Development Fund, the European Social Fund and the Cohesion Fund in the new European Union financing perspective in 2007 - 2013. The legal framework of regional development are specified by identifying objectives in the framework of national sectoral policies. Therefore the development strategy for a Voivodship should take the provisions contained in the development strategies in force as well as the planned sectoral strategies for 2007 - 2013 into consideration.

Operational programmes are the instrument of the Voivodship's development strategy, and the priorities identified therein indicate individual strategic objectives. One should note that the allocation of competences in the scope of performing public tasks between individual levels of regional self-government and the government administration bodies will enable a better preparation and implementation of operational programmes, and through them also the Voivodship's development strategy. What is important is for the regional level in the area of strategic planning be reinforced on the level of the Voivodship, thus allowing drawing up a better regional policy. Moreover, the tasks currently performed by national agencies, mostly in the scope of agriculture and rural area restructuring and modernization, as well as in the scope of the small and medium-sized enterprise sector should be decentralized.

Legal instruments

Instrument	Form of the legal instrument	Scope of the instrument	Characteristics
The Provincial Contract	It is an instrument for supporting regional development. This contract is an agreement between the government and the self-government combining the implementation of particular operational programmes co-financed by the European Union and the state. Provincial contracts were concluded on the basis of the rules specified in the Support Programme specified in a Ordinance of the Council of Ministers for a given year. The legal basis of the Ordinance is the Article 13 paragraph 1 of the Act of May 12 th , 2000 on the principles of granting support for regional development (Journal of Laws No. 48, item 550). Currently the basis for concluding provincial	The provincial contract specifies the scope, mode and conditions of the performance of tasks resulting from a provincial programme that received the support of the government, as well as tasks monitored by relevant ministers. The programming manner and the implementation and evaluation principles are similar to the principles that will be in force for the implementation of the regional development programmes co-financed by the structural funds.	The contracts should become flexible instruments adapting to the changing organizational conditions. The introduction of the possibility to conclude regional contracts with several Voivodships for the implementation of common development endeavours ensuing from the National Regional Development Strategy and the Voivodship Development Strategies will be a noticeable result of the change. At the same time, the contract will also have a fundamental system significance for proper programming of regional development in the next programming period.

	contracts is the Act on the National Development Plan of April 20 th , 2004.		
Act on the National Development Plan of April 20 th , 2004	The Act on the National Development Plan that replaced the Act on the principles of granting support for regional development came into force in June 2004.	The Act regulates the issues of implementing the national regional development policy in a system manner and at the same time created legal framework for using European Union and national financial resources allocated to supporting national social-economic development and ensuring social, economic and spatial cohesion with other European Union Member States.	The legal basis for programming regional development in Poland that will be in force in 2007 - 2013 has not been yet defined. Its solutions are fully adequate for solutions concerning European funds operating in 2000 - 2006, but will probably require amendment due to the European framework for the next programming period (2007 - 2013). The Act on the National Development Plan that adapts the national legislation to new legal regulations in the scope of the European Union cohesion policy in 2007 - 2013 needs to be amended.

The process of **decentralizing regional policy** mostly requires changes in legislation, especially in the scope of the following acts:

- on public finances,
- on territorial self-government unit income,
- on sharing competences between government and self-government administration,
- on public-private partnerships,
- in the National Development Plan,
- on field government administration.

Regional operational plans should be regarded as local law in a given Voivodship, introduce procedures for negotiations and agreements between interested entities, such as entrepreneurs or non-government organizations and other territorial self-governments.

Decentralization of the regional policy will enable increasing the rationality of investment task selection, thus influencing their efficiency. These tasks will enable determining and including the system for evaluating and managing long-term investments in the Polish legal system. At the same time it will improve the coordination of actions between particular levels of the territorial self-government in providing public services in a given Voivodship. It is also extremely important to provide support for actions aimed at changing the ownership structures of companies

that provide public services locally and regionally, for it will have a positive impact on the quality of management of these enterprises and of its operation financing.

The acts currently in force: on public finances of November 26th, 1998 (Journal of Laws No. 155, item 1014) and on territorial self-government unit income of November 13th, 2003 (Journal of Laws No. 203, item 1966) do not allow long-term programming of public expenditures, because they are not flexible enough. The current model of annual contracting of public expenditures is not adapted to the needs of regional policy in a Voivodship and significantly hampers the implementation of the long-term endeavours planned. Therefore, it is necessary to reform public finances in order to enable both autonomous co-financing of the regional operational programme and preparing legal grounds for long-term budget planning in a manner consistent with the system in force in the European Union. Legislation changes should also enable planning and implementation of long-term investment projects. It is also indispensable to change the budget planning system by replacing the annual planning system with an at least three-year system, thus enabling efficient implementation of the strategy, and in consequence the operational programme on the level of a given Voivodship. It is associated with the necessity to prepare legal grounds for budget programming consistent with the European Union long-term programming system.

A reform of public finances should above all give the provincial self-governments the possibility to co-finance regional operational programmes by themselves by creating a relevant own income system. As for public expenditures, they should be refocused to developmental actions in line with the goals of the National Development Plan. The improvement of public finances depend on the actions identified in the "Programme for ordering and reducing public expenditures" that ensues from the "Mid-term Public Finance Strategy" that provides for rationalizing public expenditures, especially social expenditures, ensuring adequate sources of budget income and institutional changes aimed at improving the functioning of the public finance sector.