



OPOLSKIE VOIVODESHIP SELF-GOVERNMENT



# Development Strategy for Opolskie Voivodeship until 2020

Opole 2012

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for Opolskie Voivodeship until 2020





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*Ladies and Gentlemen!*

Development Strategy for the Opolskie Voivodeship until 2020 was designed for the optimal use of the potential and development opportunities of our region. At the same time, we want to counteract common problems in the Opolskie Voivodeship.

When working on a new strategic document we adopted an open, consultative approach, allowing for the integration of various regional environments. Present shape of the Strategy is a result of commitment of many people for whom welfare and future of the region is important.

Rapidly changing socio-economic conditions and regulatory environment in which we function caused that the original intention to update already existing Development Strategy for the Opolskie Voivodeship from 2005 evolved into the development of a new document. The new Strategy is thought to provide directional support for the regional authorities responding to the challenges which our voivodeship will face until 2020.

Demographic change will be a major challenge both for Poland and the UE. The results of the People and Housing National Census conducted in 2011 indicate that the most alarming situation in Poland in terms of changes in a number and structure of the population is in the Opolskie Voivodeship.

Most important development challenge faced by our region is, therefore, to prevent and counteract depopulation processes. People constitute a particular asset of the Opole region so it is important that all development projects implemented in the voivodeship contribute to the improvement of the living conditions in the region. This challenge may be addressed by the implementation of comprehensive measures in many areas of socio-economic life, activities to support the family, attracting new investments, supporting entrepreneurship and innovation, creating new jobs and enhancing professional competence of residents. Realising the potential of the elderly and tailoring services to the needs of this group of people is the chance for us.

Aim of the delivery of the development directions which have been identified in the Strategy is to realise the vision of our region in 2020:

- multicultural region with its inhabitants as the most important value: educated, open to change, knowledge and innovation, as well as active – in the labour market and beyond;
- friendly living environment for families, entrepreneurs and all representatives of the socio-economic space;
- the voivodeship with an attractive labour market, educational, cultural and economic offers encouraging people to choose the region as a place to live, relax, invest and develop innovative activity.

*Ladies and Gentlemen!*

We hope that the Development Strategy for the Opolskie Voivodeship until 2020 is a document with which residents, entrepreneurs, politicians and representatives of various communities of the entire voivodeship will identify. Successful delivery of the Strategy depends on the engagement of all of us.

8



*Bogusław Wierdak*

*Chairman  
of the Sejmik of the Opolskie Voivodeship*



*Józef Sebesta*

*Marshal  
of the Opolskie Voivodeship*

**Resolution  
No. XXV/325/2012  
of the Sejmik of the Opolskie Voivodeship  
of 28 December 2012**

**on the adoption of the Development Strategy for the Opolskie Voivodeship until 2020**

Pursuant to art. 18 point 2) in connection with art. 11 paragraph 1, 1c) and 1d) of the Act on the Voivodeship Self-Government of 5 June 1998 (Journal of Laws of 2001, No. 142, item 1590, as amended), the Sejmik of the Opolskie Voivodeship resolves as follows:

**§ 1**

1. The Development Strategy for the Opolskie Voivodeship until 2020 shall be resolved.
2. The Development Strategy for the Opolskie Voivodeship until 2020 shall be annexed to this Resolution.

**§ 2**

The implementation of the resolution shall be entrusted to the Management Board of the Opolskie Voivodeship.

**§ 3**

Resolution No. XXXIX/350/2005 of the Sejmik of the Opolskie Voivodeship of 11 October 2005 on the adoption of the revised Development Strategy for the Opolskie Voivodeship shall be repealed.

**§ 4**

The resolution shall be published in the Official Journal of the Opolskie Voivodeship.

**§ 5**

The resolution shall come into force on the date of the adoption.



*Bogusław Wierdak  
Chairman of the Sejmik*



***“Opolskie Voivodeship –  
friendly to residents and entrepreneurs”***





# Basic assumptions of the Strategy development



Development strategy of a voivodeship is the most important regional strategic document. Until 2012, the Development Strategy for the Opolskie Voivodeship from 2005<sup>1</sup> was a document setting main directions of the region's development. The effects of its implementation were analysed on an ongoing basis, and the results of these processes are used for the purpose of strategic planning in the region.

Decision to prepare a new strategic document for the Opolskie Voivodeship was based on an analysis of the socio-economic situation of the region with particular emphasis on the prospects and challenges of the development, as defined at the national and the EU level by 2020.

Changes which has been taking place in the Opolskie Voivodeship, Poland and the EU cause that the provisions of the voivodeship development strategy should definitely be more relevant to problems and challenges resulting from the demographic processes in all their manifestations. Drawing up a new strategic document for the Opolskie Voivodeship became a priority for the local authorities.

New system of strategic planning, considered on trans-regional, national and EU level, provided the basis for the preparation of the Development Strategy for the Opolskie Voivodeship until 2020.

## 1.1. European Union dimension

Economic and financial crisis in Europe in 2008–2010 brought a number of negative phenomena. Economic growth and employment rate dropped. As a result, in 2009 GDP decreased, the number of the unemployed increased, and industrial production fell to the level of 90s. This situation exacerbated the sovereign debt crisis and swayed credibility of the common currency. In 2011 the EU determination to deal with the crisis was again put to the test. The European Union faced a whole series of challenges which required immediate reaction and long-term measures in connection with the ongoing economic and financial crisis<sup>2</sup>. The most important issue for the Community in the context of the situation was to determine the best way to meet challenges of boosting growth, restoring financial stability and resolving problem of the debt crisis.




European Union's strategy to exit from the crisis and prepare the EU economy for the challenges of the next decade, such as employment growth and an increase in productivity and social cohesion, is contained in document titled *Europe 2020. A strategy for smart, sustainable and inclusive growth*<sup>3</sup>. Funds of EU policies: cohesion policy, common agricultural policy and common fisheries policy are to support the priorities identified in Europe 2020 (Figure 1).

<sup>1</sup> Adopted by the Resolution No. XXXIX/350/2005 of the Sejmik of the Opolskie Voivodeship of October 11, 2005 on the adoption of the revised Development Strategy for the Opolskie Voivodeship.

<sup>2</sup> General Report on the activities of the European Union – 2011, European Commission, Brussels, 2012, p. 4.

<sup>3</sup> *Europe 2020. A strategy for smart, sustainable and inclusive growth*, European Commission, Brussels, March 2010.

Figure 1. Europe 2020 priorities. A strategy for smart, sustainable and inclusive growth

<b>SMART GROWTH</b>	 development of economy based on knowledge and innovation
<b>SUSTAINABLE GROWTH</b>	 supporting more resource efficient, greener and more competitive economy
<b>INCLUSIVE GROWTH</b>	 fostering high-employment economy delivering economic, social and territorial cohesion

Source: Own elaboration based on *Europe 2020. A strategy for smart, sustainable and inclusive growth*, European Commission, Brussels, March 2010, p. 5.

Above targets are underpinned by seven flagship initiatives<sup>4</sup> and *10 Integrated Guidelines for economic and employment policies*<sup>5</sup>, setting policy directions in the medium term, implemented at both EU and national levels.

Cohesion policy until 2020 is targeted at investing for growth and employment and European territorial cooperation. Smart, sustainable and inclusive growth of rural area is a priority for the common agricultural policy. Among the strategic actions of the policy the following are listed: ensuring food security by strengthening the capacity of agriculture, protecting the environment by reducing the environmental impact, effective management of natural resources and adaptation to climate change. In addition, balanced territorial development is important, aimed at promoting employment, improving the rural economy and the inclusion of structural diversity in farming systems<sup>6</sup>. The aim of the Common Fisheries Policy is primarily to ensure sustainable environmental and socio-economic conditions in the fisheries and aquaculture sector. The support will be focused on improving the profitability, competitiveness and productivity of the sectors, creating stable markets and new jobs, as well as protecting the marine environment<sup>7</sup>.

Priorities defined in *Europe 2020* correspond to the targets which should be met the EU by 2020<sup>8</sup>, i.e.:

- 75 % employment rate for the population aged 20–64;
- 3% of GDP should be allocated in R&D.;
- in the field of climate and energy – 20% reduction of CO<sub>2</sub> emissions, increase in the share of renewable energy sources to 20% and a 20% increase in energy efficiency;
- reduction of percentage of people leaving school prematurely to less than 10% and at least 40% of people aged 30–34 with tertiary level completed;

<sup>4</sup> The following flagship initiatives are concerned: Innovation Union; Youth on the Move; the Digital Agenda for Europe; Resource efficient Europe; An industrial policy for the globalisation era; An agenda for new skills and jobs; European platform against poverty.

<sup>5</sup> The European Commission has developed the Integrated Guidelines which are a set of general recommendations for the Member States on various areas of economic policies so that their implementation lead to the rapid delivery of the main targets of *Europe 2020*. This means that the Guidelines are the basis for the development of the National Reform Programmes by governments of the Member States.

<sup>6</sup> Regulation of the European Parliament and of the Council on the financing, management and monitoring of the common agricultural policy, COM(2011) 628, final of 11 October 2011.

<sup>7</sup> Regulation of the European Parliament and of the Council on the Common Fisheries Policy, COM (2011) 425 final of 13 July 2011.

<sup>8</sup> *Europe 2020. A strategy for smart, sustainable and inclusive growth...*, op. cit., p. 5.

- reduction in the number of people living below the poverty line from 120 to 100 million.

Horizontal challenges faced by the EU, such as demographic change, climate change, or sustainable urban growth force the improvement of strategic programming.

Under the reform of policies co-financed by the EU budget by 2020, closer coordination of programme measures at the EU and the member states levels and strengthening the interdependence of selected areas supported by public funds is proposed. Direct links between<sup>9</sup> the Common Strategic Framework funds<sup>10</sup> and targets of *Europe 2020* reinforces the thematic concentration and coordination with other EU policies. This relationship covers all levels of growth management, which means that these principles must be applied – even in the case of financial support aimed at regional level in the framework of cohesion policy funds, the common agricultural policy and common fisheries policy.

New approach to the regional policy means that activities carried out under it should be based on:

- orientation of public intervention to enhancing the competitiveness of regions;
- greater use of competitive advantages and growth potential;
- fostering the development of long-term, decentralised development policies relating to all regions;
- shifting from distributed interventions to focused investments.

Coordination of public policies affecting the development and continuous assessment of the effects of their impacts will provide a better use of resources and regional specialisations. Strengthening of the so called territorial approach requires, among others, greater involvement of all levels of growth management in the process, i.e. a strong integration of local and regional authorities. Regional policy shaped this way should be based on internal growth potential and express the specific needs of a given territory<sup>11</sup>. Supporting of the regional policy should, therefore, be used for the development of internal growth factors, while supporting less developed areas in the country<sup>12</sup>.

## 1.2. National dimension

In 2007–2010, Poland made considerable progress in economic development and improvement of the living standards of society, despite the global financial crisis and economic downturn at that time. The slowdown in economic growth between 2009 and 2010 compared to the previous years caused a stagnation or deterioration of many macroeconomic indicators related to the economy, particularly to the public finances<sup>13</sup>. At the same time there was a rise in development investments, which is strongly connected with a significant impact of the EU funds on the development of the Polish economy in 2007–2010. Low values of the

<sup>9</sup> Refers to: European Regional Development Fund, the European Social Fund, the Cohesion Fund, the European Agricultural Fund for Rural Development and the European Maritime and Fisheries Fund.

<sup>10</sup> Commission Staff working document. Aspects of common strategic framework for the period 2014–2020 for the European Regional Development Fund, the European Social Fund, the Cohesion Fund, the European Agricultural Fund for Rural Development and the European Maritime and Fisheries Fund. This document defines the strategic direction for the Member States and their regions in the financial perspective for 2014–2020. It also allows for more effective combination of funds, which in turn will allow for maximizing the impact of EU investment.

<sup>11</sup> F. Barca, The programme for a reformed cohesion policy. *Territorially oriented approach in achieving the objectives and meeting the expectations of the European Union*, independent report, April 2009, p. 30.

<sup>12</sup> *Ibid*, p. 62.

<sup>13</sup> *Poland 2011. Economy – Society – Regions*, Ministry of Regional Development, Warsaw pp. 4–5

indicators of competitiveness, such as employment, innovation, social capital quality, and, among others, infrastructure endowment, are characteristic for the country's economic and social situation. Despite the increasing employment level in the economy, unemployment rate has risen especially among young people. A slowdown in the Polish population growth is also visible, expressed by low birth rate, changes in the age structure of the population and a high level of emigration, especially among young people<sup>14</sup>.

Challenges faced by Poland necessitated a change in approach to the development policy, with the regional policy becoming its most important component, mainly based on the capabilities of regions. Common diagnostic basis for national strategic documents is provided by *Poland 2030. Development challenges*<sup>15</sup> report, in which development trends up to 2030 have been identified. Strategic challenges of Polish regional policy focus on<sup>16</sup>:

- better use of urban areas to create favourable conditions for economic and employment growth and to stimulate the development of other areas;
- ensuring internal cohesion of the country;
- development of innovation;
- countering negative demographic trends;
- supporting the development of social capital;
- greater use and improving the quality of human resources;
- energy security and issues of climate change;
- protection and rational use of natural resources;
- use of tourism and cultural potential;
- supporting the development of ICT and transport infrastructure to strengthen competitiveness and territorial cohesion;
- improving the quality of services and institutional capacity in the field of development management at the national and regional levels.

Increasing the efficiency of programming and implementation of policies, and thus meeting the challenges required changes in the management system<sup>17</sup>, starting from the ordering of documents which define development targets in the long or medium term, ending at procedural changes.

National strategy documents were formed in the finalization of the work on the *Europe 2020* strategy. This allowed for maintaining relationships between many national and the EU documents in the area of designated development targets and those necessary to undertake reforms determining their delivery (Figure 2).

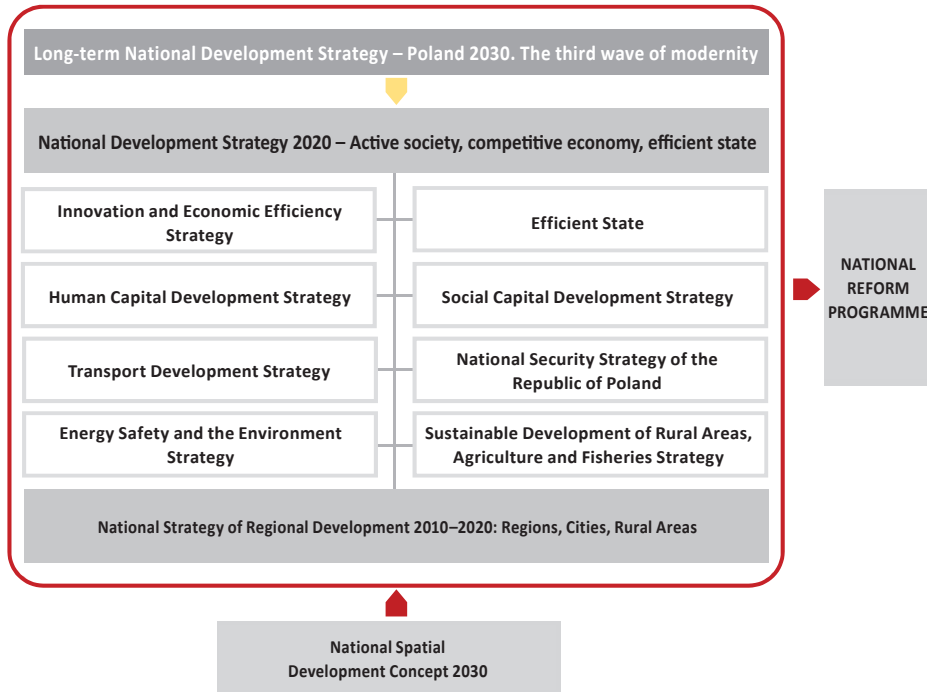
<sup>14</sup> *Socio-economic situation of Poland in 2011*, Ministry of Regional Development, Warsaw, March 2012, p. 14.

<sup>15</sup> M. Boni (ed.), *Poland 2030. Development challenges*, Prime Minister's Office, Warsaw, July 2009, p. 7.

<sup>16</sup> *Regional policy in Poland*, the Ministry of Regional Development, Warsaw 2011, p. 10.

<sup>17</sup> *Assumptions of Polish development management system*, Council of Ministers, Warsaw 2009, p. 3.

**Figure 2.** Target system of the main national strategic documents



Source: Own elaboration based on the national strategic documents.

Coherent system of the development and interaction between regional policy and spatial policy has been introduced, setting the framework for the implementation of all development activities.

*Long-term National Development Strategy – Poland 2030. Third wave of modernity (LNDS)* is both a continuation and expansion of *Poland 2030. Development challenges*. The key objective of the activities set out in the document is to improve the quality of life of Poles. Delivery of this goal should be measured, on the one hand, by an increase in gross domestic product (GDP) per capita, on the other hand, by increased social cohesion and reduction in territorial inequity, as well as by the scale of civilization progress of society and innovation in the economy relative to other countries. Achievement of a key strategic objective will be possible by taking action in three task areas: competitiveness and innovation (modernisation), balancing regional development potential in Poland (diffusion), effectiveness and efficiency of the state<sup>18</sup>

In the new system of managing the development of the country, a basic strategy document, apart from LNDS, based on which the Government conducts its development policy, is the mid-term country's development strategy: *National Development Strategy 2020 – Active society, competitive economy, efficient state*<sup>19</sup> (NDS). This is the crucial document in the

<sup>18</sup> Long-term National Development Strategy – Poland 2030. Third wave of modernity, Ministry of Administration and Digitization, 9 November 2012, pp. 45–48.

<sup>19</sup> *National Development Strategy 2020 – Active society, competitive economy, efficient state*, Annex to the Resolution No. 157 of the Council of Ministers of 25 September 2012 (item 882), September 2012.






mid-term perspective which refers to the strategic objectives contained in LNDS and showing the strategic tasks of the state in three areas: efficient and effective state, competitive economy and social and territorial cohesion.

Mid-term development strategy of the country determines which interventions are necessary to accelerate the development process and provides a basis for the nine integrated strategies that should contribute to the achievement of its objectives. The purpose of the integrated strategies is to identify courses of action and provide instruments implementing the aforementioned national strategic tasks.

One of the nine integrated strategies is the *National Strategy of Regional Development 2010–2020: Regions, Cities, Rural Areas (NSRD)* which determines the directions of regional policy together with the way of achieving the objectives set. The strategic objective of the regional policy is to effectively use specific – regional and territorial – development potential for the achievement of national development goals, which are growth, employment and cohesion in the long-term horizon. NSRD 2020 determines three specific targets for regional development policy<sup>20</sup> (Figure 3).

**Figure 3.** Specific objectives of the regional development policy

<b>SPECIFIC OBJECTIVES OF THE REGIONAL DEVELOPMENT POLICY</b>	 Support to the competitive growth of the regions
	 Establishment of territorial cohesion and preventing marginalization of problem areas
	 Establishment of conditions for efficient, effective and partnership implementation of development measures targeted at territories

Source: Own elaboration based on the *National Strategy of Regional Development 2010–2020: Regions, Cities, Rural Areas*, Ministry of Regional Development, Warsaw 2010, p 89.

At the same time, Poland as a Member State of the European Union is required to implement priorities arising from *Europe 2020* strategy, thereby reaching the indicators set for our country relating to: innovation, employment, poverty level, education and climate goals<sup>21</sup>.

Objectives of *Europe 2020* strategy will be implemented in Poland by the National Reform Programme which involves the correlation of national development objectives with the priorities set out in the strategy. A new regional policy in Poland is part of a revised approach to these issues in the Community and assumes that it will result in<sup>22</sup>:

- greater use of internal potential of all regions;
- greater territorial cohesion at national and regional levels by building and improving functional connections between cities and the environment and the cities and rural areas, preventing marginalisation of the least developing areas and reducing disparities between regions;
- focusing of regional policy interventions on selected thematic and spatial areas;

<sup>20</sup> *National Strategy of Regional Development 2010–2020: Regions, Cities, Rural Areas*, Ministry of Regional Development, Warsaw 2010, p. 89.

<sup>21</sup> *Programming the financial perspective 2014–2020 – Strategic considerations*, Ministry of Regional Development, Warsaw 2010, p. 8.

<sup>22</sup> *National Strategy of Regional Development 2010–2020...*, op. cit., pp. 7–8.

- strengthening the system of multi-level management, including increasing level of partnership and coordination;
- improving the efficiency and quality of public service delivery by streamlining management system and financing of public policies;
- increasing the effectiveness of regional policy itself through the introduction of the principles of conditionality and competitiveness in the access to public funds based on achieving assumed physical indicators i.e. focusing on achieving results within the implementation of pro-development activities.

This means that the role of the regional level in stimulating development processes will be enhanced and also conditions of spending UE funds will change. Therefore, a new approach to conducting regional policy at the voivodeship level has become a necessity.

### 1.3. Supra-regional dimension

According to the provisions of the Act on the amendment of certain acts in connection with the implementation of the Structural Funds and the Cohesion Fund<sup>23</sup>, supra-regional strategies are one of the instruments to deliver the *MSDR*. These documents are, by their nature and impact, addressed to specific areas beyond the area of one voivodeship, and can relate to the problem areas identified in the *NDS*.

Supra-regional strategies, through larger range of influence, can become an important tool that accelerates the development process, thus achieving the goals identified in the Opole Voivodeship will support the actions identified in *the Assumptions for Western Poland Development Strategy* and the European Grouping of Territorial Cooperation TRITIA.

*The Assumptions for Western Poland Development Strategy (the Assumptions)*<sup>24</sup> relate to the voivodeships: Dolnośląskie, Lubuskie, Opolskie, Wielkopolskie and Zachodniopomorskie. They focus on inter-voivodeship and supra-regional problems, including relationships with the Federal Republic of Germany and the Czech Republic, i.e. regions which directly encompass the macro-region of Western Poland. *The Assumptions* indicate the most important inter-voivodeship and supra-regional projects addressed to the programmes available in Poland in 2014–2020. Cooperation in the implementation of projects will be conducted, among others, in the fields of: road-, rail-, inland- and air- transport, energy security, flood protection, tourism and culture, labour market, cooperation of cities and development of metropolitan functions, networking of cooperation of research centres, waste management and cluster initiatives. The proposed supra-regional cooperation areas may undergo some modifications resulting from the agreement between voivodeships and the government. It is assumed that the project drafts can be used in the operational programmes, raising inter-voivodeship and supra-regional issues, as well as in other regional policy instruments.

TRITIA grouping<sup>25</sup> was established to facilitate and promote cross-border, transnational and interregional cooperation between the Moravian-Silesian Region, Self-Governing Region

<sup>23</sup> Act of 7 November 2008, Journal of Laws of 2008, No. 216, item 1370.

<sup>24</sup> The document prepared under the initiative of Western Poland 2020, the basis of which was an agreement concluded on 26 August 2010 in Szczecin between five voivodeships of Western Poland, represented by the Marshals of: Dolnośląskie, Lubuskie, Opolskie, Wielkopolskie and Zachodniopomorskie voivodeships. *The Assumptions* were submitted to Mrs. Elżbieta Bieńkowska- Minister of Regional Development on 2 April 2010 in Szczecin to be used in further work related to the preparation by the government sub- regional strategy for Western Poland.

<sup>25</sup> Founding document was signed on 3 December 2012.

of Žilina, the Opolskie Voivodeship and the Śląskie Voivodeship. The strategy of the European Grouping of Territorial Cooperation TRITIA is designed to strengthen the economic and social cohesion of partners, in particular through the implementation of projects and programmes of territorial cooperation. The key areas of the cooperation include: transportation, infrastructure, economic cooperation, tourism, energy and the environment. Delivery of the strategy will support the facilitation of daily lives of citizens of Polish-Czech-Slovak territory, ensuring the cross-border cohesion of the whole area and undertaking joint initiatives for the development of this area.

Multilayer supra-regional cooperation at the national and international level within the framework of the signed and future partnerships, agreements and letters of intent will also be conducive to the voivodeship development. Cross-border cooperation will be of particular importance, aiming primarily at intensification of the development processes in the Polish-Czech borderland.

Macro-economic determinants, socio-geographical situation of the region and growth priorities of the UE and Poland provide a basis for the creation of regional policy for the voivodeship development. Development challenges, faced by the Opolskie Voivodeship, require to take complementary actions in areas that generate development problems, while strengthening internal potentials of territories. Simultaneously, it will be necessary to increase the efficiency of the policy pursued and focus its interventions at selected thematic and geographical areas.

# Social, economic and spatial conditions of the voivodeship development



Diagnosis of the Opolskie Voivodeship, prepared in terms of strategy, is current characteristic of the region, defining its basic social, economic and spatial conditions. Its main aim was to help identify well-founded areas within which goals and directions of further development of the voivodeship were formulated. The diagnosis specifies factors determining formulation of both development objectives and challenges in achieving them. Consequently, the diagnosis which is the result of a modern approach to strategic planning does not cover all areas related to the development of the region and focuses on consciously selected issues.

## 2.1. Synthesis of socio-economic diagnosis

### Opolskie Voivodeship is a small European region with a population of 1 million inhabitants

Opolskie Voivodeship is located in the south-western part of the country. In the east it borders on the Śląskie Voivodeship (Katowice), and in the west – the Dolnośląskie Voivodeship (Wrocław). Both regions belong to a group of large European regional structures, basing their development on node relationships with emerging metropolises of Upper Silesia and Wrocław. From the south, the Opole region borders on the Moravian-Silesian and Olomouc regions in the Czech Republic. The first one is metropolitan (Ostrava), while the second is characterised by a development potential similar to the Opolskie Voivodeship. From the north the Opolskie Voivodeship borders on Wielkopolskie and Łódzkie voivodeships which are much larger regions but their centres (Poznań, Łódź) are distant from the regional system of southern Poland. The Opolskie Voivodeship is one of five voivodeships (Dolnośląskie, Lubuskie, Wielkopolskie, Zachodniopomorskie) forming the macro-region of western Poland, characterised by a high level of competitiveness.

Opolskie Voivodeship belongs to a group of small European regions with a population oscillating around 1 million people. Results of the National Census of Population and Housing conducted in 2011 show that 1 016.2 thousand people live in the region, 17% of them are in pre-working age, 65.6% in working age and 17.4% in post-working age (Table 1). The Opolskie Voivodeship has the lowest share of people of pre-working age among all voivodeships.

**Table 1.** Population by economic age groups in the Opolskie Voivodeship and in Poland in 2011 (in %, NCP data)

Specification	Age				
	pre-working	working			retirement
		total	mobile	immobile	
Poland	18.7	64.4	40.0	24.4	16.9
Opole region	17.0	65.6	40.3	25.3	17.4

Source: Own elaboration based on data from the Central Statistical Office in Warsaw.

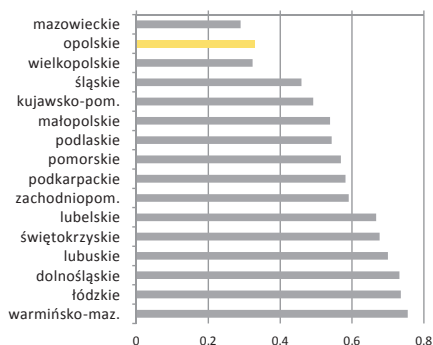
In terms of administration, the Opolskie Voivodeship is divided into 12 poviats, including one municipal poviat (Opole) and 71 gminas (including 3 urban, 32 urban-rural and 36 rural ones). Settlement system of the region is uniformly developed, and the largest cities are:

Opole (122.6 thousand inhabitants), Kędzierzyn-Koźle (64.2 thousand), Nysa (45.7 thousand), Brzeg (37.4 thousand) and Kluczbork (25.0 thousand)<sup>26</sup>

## Opolskie Voivodeship is a region with favourable living conditions and high quality of life

Opolskie Voivodeship stands out by a high standard of living, of households, a high level of disposable income and consumption and a high level of needs' satisfaction, particularly in the area of social infrastructure. Its strengths also include convenient location, relatively good communication availability, favorable climatic conditions and a high quality of life, as well as safety of its residents.

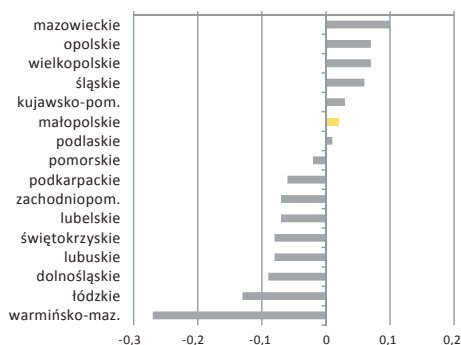
**Chart 1.** Living conditions of households in Poland, by voivodeships in 2011



Note: The lower rate, the more favourable living conditions.

Source: Own elaboration based on: J. Czapiński, T. Panek (eds), *Social diagnosis. Living conditions and life quality of Poles. The Report*, Polish Statistical Association, Centre for Human Resources Development, Warsaw 2012, p. 133.

**Chart 2.** Overall indicator of the quality of life in Poland by voivodeships in 2011



Note: The higher the rate, the higher the quality of life.

Source: Own elaboration based on: J. Czapiński, T. Panek (eds), *Social diagnosis. Living conditions and life quality of Poles. The Report*, Polish Statistical Association, Centre for Human Resources Development, Warsaw 2012, p. 377.

Results of the *Social Diagnosis* show that the living conditions of households in the Opolskie Voivodeship are among the highest in the country (Chart 1). Compared to other voivodeships, the region is characterised by a favourable situation in the field of education for children (1st in the country), participation in culture (1st in the country), food (4th in the country), leisure (4th in the country), affluence (6th in the country) and health care (6th in the country). While in terms of income the Opolskie Voivodeship is 12th in the ranking of voivodeships<sup>27</sup>.

<sup>26</sup> The data on the number of inhabitants stated as of 31 March 2011

<sup>27</sup> The authors of the *Diagnosis* used taxonomic method to measure the living conditions of households in the voivodeship system. The measure is a synthetic quantity, taking into account variables characterizing certain areas of life, such as: income, food, affluence, housing, children's education, health, participation in culture and leisure. The comparative analysis in the voivodeship system was carried out in terms of financial capacity to meet needs of households in selected areas. J. Czapiński, T. Panek (red.), *Social diagnosis. Living conditions and life quality of Poles. The Report*, Polish Statistical Association, Centre for Human Resources Development, Warsaw 2012, p. 133.

Individual quality of life in the Opolskie Voivodeship was also assessed as good – the region holds the 6th position in the ranking (Chart 2). The high position indicates the predominance of positive opinions expressed by the residents of the region on their individual assessment of the quality and style of life. The quality of life assessment in the ranking of the *Social Diagnosis* covered, among others: general mental well-being, satisfaction with individual areas and aspects of life, subjective evaluation of the financial standard of living, stress, attitudes and social behaviour, use of modern technology, situation on the labour market and career.

## Regional identity defined by historically shaped multiculturalism

Today's society of the Opolskie Voivodeship was shaped by the complex of political and cultural history of the region. Subsequent changes of nationality, location of the border, as well as cultural Polish, German and Czech influences were important for the formation of a community with strong regional ties in the area. As a result of the changes which took place after World War II, the community of the voivodeship was formed by: a large group of indigenous people that inhabited this land for many generations, people displaced from the Eastern Borderlands of the Second Republic of Poland<sup>28</sup>, settlers from central Poland and re-immigrants from Western Europe. Each of these groups carried a different cultural baggage, for example, reflected in the differences in customs, language and ways of housekeeping. Therefore, the region was characterised by confrontation and interpenetration of different cultural, political and economic influences.

Today Silesians, Germans and immigrants of different regional origins, including persons displaced from the Eastern Borderlands of the Second Republic of Poland live in harmony in the Opolskie Voivodeship. Historically shaped multiculturalism of the region, and particularly the presence and activity of the largest German minority in Poland, is a distinct element of the current image of the region and its important characteristic feature in the country.

Results of the National Census of Population and Housing conducted in 2011 indicated that the most common national and ethnic identities other than Polish in the Opolskie Voivodeship were Silesian and German ones. Among those declaring national and ethnic identity other than Polish (as responded to the first or second question regarding the ethnic identity) 100 thousand Silesian declarations were recorded with less than a half of them (41 thousand) expressed as a single identity; less frequently – 39 thousand- Silesian combined with Polish identity was indicated. In 2011, a number of people declaring German nationality was lower than in the previous census – about 60 thousand, 22 thousand of which declared only German nationality, and 18 thousand – German and Polish<sup>29</sup>.

Today, multiculturalism is expressed through rich resources of cultural heritage and cultural diversity which influences the attractiveness of the region and determines the strong regional

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<sup>28</sup> In the legislation, documents from the first years after World War II and journalism, the great exodus of people from the eastern territories of Poland was described as “repatriation”. According to the *Encyclopedia PWN*, repatriation is “a kind of re-immigration, return of people to their home country who as a result of various circumstances (e.g., war, persecution) stayed outside its borders. Usually regulated by bilateral agreements, sometimes occurring spontaneously.” According to the present state of knowledge, historical and sociological studies, the term was used improperly in relation to the mass deportation of permanent residents of the territory as a result of changes of national borders, such as the resettlements of Poles from the eastern borderlands occupied by the Soviet Union. Today, according to the terminology used in the study, a term “the displaced” seems to be more appropriate.

<sup>29</sup> Acc. to: *National Census of Population and Housing. Report of the results in the Opolskie Voivodeship*, Statistical Office in Opole, Opole 2012, p 66.



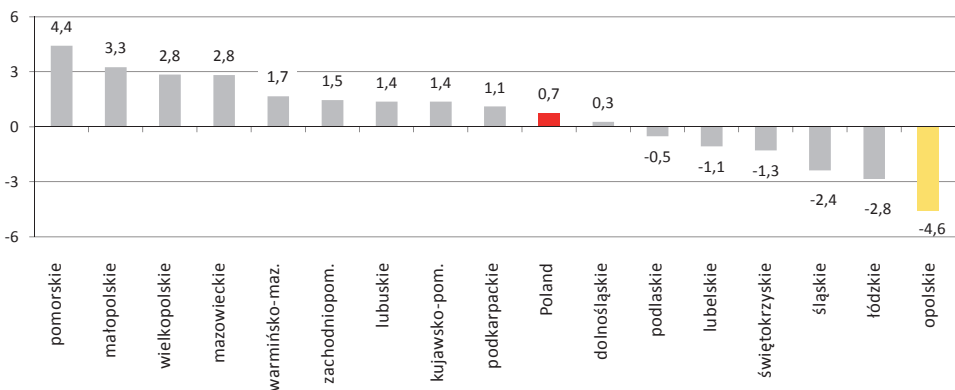
identity of its residents. Respect for diversity and good relations between various groups of people may be an important basis for the socio-economic development of the region.

## Opolskie Voivodeship is the region with decreasing population

Demographic change is and will be an important challenge for the European Union and Poland over the next years. The results of the National Census of Population and Housing show that among all the voivodeships the most difficult situation in this respect is in the Opole Region. Depopulation of the region and ageing population are becoming the key development challenges, having effect on its present and future development.

National Census of Population and Housing showed that the demographic changes in Poland varied spatially – population decline was recorded in six voivodeships, while an increase was noted in ten voivodeships. The phenomenon of depopulation had different intensity in particular regions but the least favourable rate was recorded in the Opolskie Voivodeship. Over the period of 2002–2011 the number of residents of the Voivodeship decreased by 4.6% against 0.7% increase on average in the country.

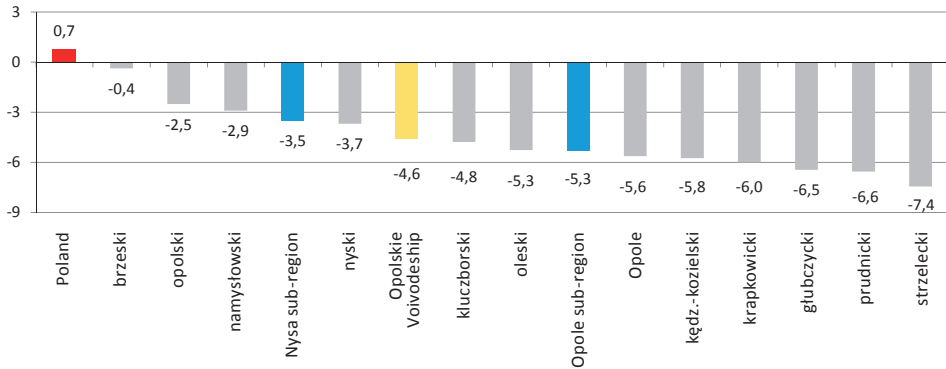
**Chart 3.** Change in the number of people in Poland by voivodeships in 2002–2011 (in %, the NPC data)



Source: Own elaboration based on data from the Central Statistical Office in Warsaw.

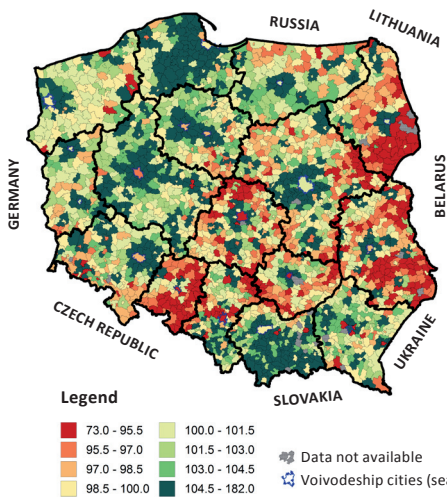
Depopulation processes did not proceed evenly within the Opolskie Voivodeship. Opole sub-region was characterised by more significant loss (-5.3%). In Nysa sub-region a 3.5% decrease was recorded. The Census also showed that in the Opolskie Voivodeship the largest relative decrease in population occurred in the poviats of Strzelce (7.4%), Prudnik (-6.6%), Głubczyce (-6.5%), Krapkowice (-6.0%), Kędzierzyn-Koźle (-5.8%) and Opole (-5.6%). The smallest decline occurred in powiat of Brzeg (-0.4%). There was no population growth recorded in any of the poviats (Chart 4). In the cross section by gminas the population growth was noted in only ten units.

**Chart 4.** Change in the number of Opolskie Voivodeship population, by poviats and sub-regions in 2002–2011 (in %, the NPC data)



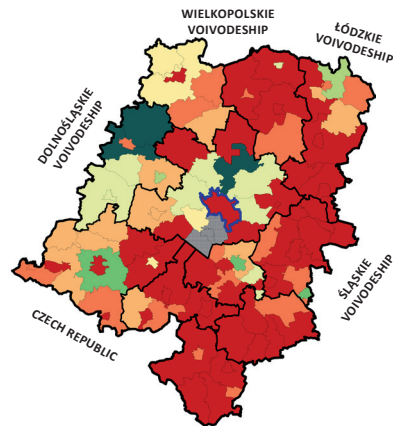
Source: Own elaboration based on data from the Central Statistical Office in Warsaw.

**Map 1.** Change in the Polish population by gminas in 2002–2011 (the NCP data, 2002 = 100, visual map)



Source: Own elaboration based on data from the Central Statistical Office in Warsaw.

**Map 2.** Change in Opolskie Voivodeship population by gminas' area in 2002–2011 (the NCP data, 2002 = 100, visual map)



Source: Own elaboration based on data from the Central Statistical Office in Warsaw.

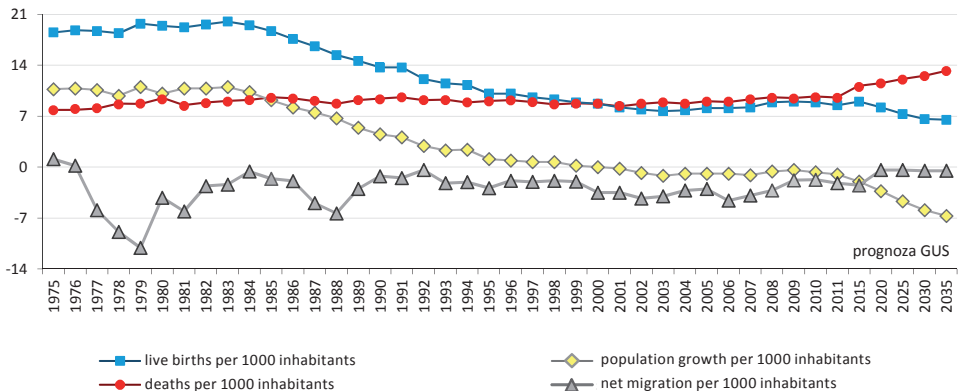
Demographic forecasts are also not optimistic. There is concern that Poland, including the Opolskie Voivodeship, will continue to depopulate, thereby losing its workforce – on a scale threatening both socio-economic development processes and public finances.

## Population growth in the Opolskie Voivodeship is among the lowest in the country

Opolskie Voivodeship is a region whose inner potential is significantly affected by the negative natural growth. A decrease in a number of births, both in relative and absolute terms, has already begun in the early eighties of the last century. This period was influenced by the last years of the population boom of the fifties. The decrease itself is not a problem (waving of highs and lows is a natural phenomenon) but above all its dramatic dimensions. Still in the eighties about twenty children were born for every thousand inhabitants of the Opolskie Voivodeship, whereas today it is not more than nine or ten. Demographic projections do not give grounds for optimism – the situation will not improve (Chart 5).

This picture is also affected by an increasing number of deaths. These issues directly impinge on the problem of the natural growth, which in conjunction with a negative net migration leads to a decrease in the population of the region, which in turn creates very unfavourable situation for its further development, both in the social and economic area.

**Chart 5.** Population growth, live births and deaths per 1000 inhabitants against the net migration per 1000 population in the Opolskie Voivodeship in 1975–2035 (in ‰)



Source: Own elaboration based on data from the Central Statistical Office in Warsaw and the Statistical Office in Opole.

Negative natural growth (excess of deaths over births) will be a nation-wide problem in the future, however for the Opolskie Voivodeship it is already gaining a unique, due to its scale, significance. Taking into account the fact that there are voivodeships which in the recent years recorded a positive natural growth, this is not a phenomenon common for the whole country today.

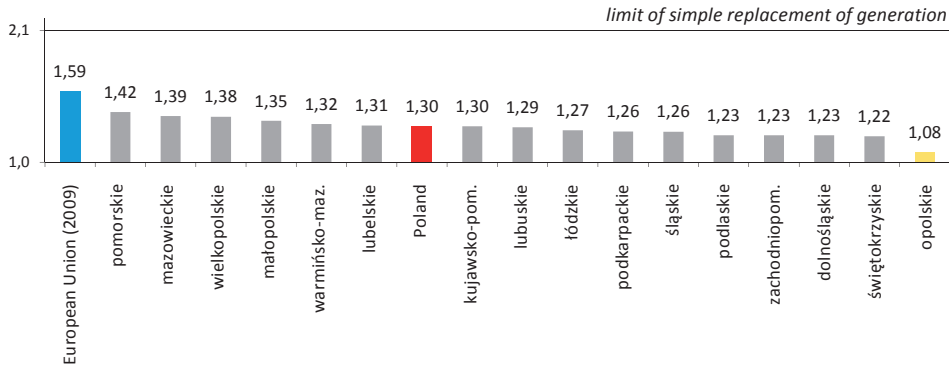
## Demographic renewal of population cannot be guaranteed. Fertility in the Opolskie Voivodeship is the lowest in the country

Current attitudes and reproductive behaviour, described among others by the low total fertility rate or the average age of mothers at the time of giving birth, do not have positive effect on the current and future demographic situation in the voivodeship.

Birth rate, as measured by total fertility rate is the lowest in the country, which in fact means that the region, in relative terms, had the lowest birth rate in the whole world. In 2011, total fertility rate of women in the Opolskie Voivodeship was the lowest among all voivode-

ships – 100 women during the reproductive period gave birth to average 108 children, far below the demographic renewal (Chart 6). Maintaining such situation leads to a state where simple reproduction of the population is completely impossible.

**Chart 6.** Total fertility rate in Poland by voivodeship in 2011 and in the European Union in 2009 (in-conclusive data)



Source: Own elaboration based on the data from the Central statistical Office in Warsaw and Eurostat.

There are many causes of the low fertility in the Opolskie Voivodeship, some of which corresponding with those observed in other regions. The research carried out in the second half of 2011 among female residents of the Opolskie Voivodeship shows that more a half (54%) of women who considered extending their families, but failed to materialize their intention, were discouraged by anticipated costs of maintaining a child. Other reasons deterring women from having more children occurred less frequently. Between one quarter and one third of the respondents indicated that among reasons of not having a child which they had considered were: concern that a child would make it difficult to keep or find a job (32%), lack of adequate housing conditions (29%), lack of time to care for a child (27%), health reasons (25%)<sup>30</sup>.

Adequate access to childcare centres is also an important issue in this respect. While the situation of the Opolskie Voivodeship compared to other regions can be assessed as relatively favourable<sup>31</sup>, at the regional level there are significant difficulties in accessing childcare services, especially at the nursery level. Number of places in nurseries do not meet existing needs in this respect.

## Scale of international migrations in the Opolskie Voivodeship is exceptionally large

Size of international migrations in the Opolskie Voivodeship, both definitive and for working purposes, is still extremely large. In the processes of emigration from the voivodeship,

<sup>30</sup> Acc. to: *Situation of women in the labour market of the Opole region, including those returning into the market after maternity leave*. Dyspersion. Social and evaluation research, the research commissioned by the Opolskie Voivodeship Marshal's Office, Opole 2012, pp. 39–40.

<sup>31</sup> According to data of the Central Statistical Office for 2010, in the Opolskie Voivodeship 82% of children aged 3 to 6 are covered by the pre-school education – first position in the ranking of voivodeships. Local Data Bank, the Central Statistical Office in Warsaw, <http://www.stat.gov.pl/bdl> (of 7 August 2012).

apart from insignificant scale of de-registration from a place of residence in the voivodeship compared to the actual scale of the migration, several forms of unregistered migration varying in size and involving various effects should be indicated.

The first one is unregistered permanent emigration (emigration suspended), including those who definitely left their county without de-registering from the region. This migration, which in terms of discrepancy between a number of the registered people and residents can be estimated as about 105 thousand people, accounts for about 10% of the population of the voivodeship. It can be dated back to the eighties and early nineties. Over several years, this type of migration has been fed by new permanent post-accession emigrants who in recent years have gone abroad, mostly to the British Isles. Simultaneously, some of those suspended emigrants gradually de-register as a result of various formal procedures, such as updating of identity cards. In addition to the emigration from the region, there is also a mass economic migration which, according to estimates, applies to 115 thousand people. Currently most of those migrating for economic reasons are city residents. Employment abroad has two basic forms: long-term or circular permanent job abroad (this applies to approximately 2/3 of migrants) and temporary or seasonal job which is complementary to incomes obtained in the homeland, or relating to the youth working during the holidays<sup>32</sup>.

Current migration primarily involves young people, who are better and better educated, often childless, unmarried, for which work abroad is their first job and against which they compare working conditions in Poland. In the case of these migrants, factors which can influence their decision to return to the country could be: children, spouse, permanent employment or a flat. The results of the study show that a salary lower by approximately 1.9 thousand zlotys than this which determines their further employment/re-employment abroad would encourage them to return to the homeland<sup>33</sup>.

## Neighbouring metropolitan areas strongly affect the depopulation

While external migrations and their significance for the development of the region are relatively well understood, the issue of the impact of intra-national and trans-regional migration should be considered as strongly underestimated. Analysis of results of research carried out by official statistics services – both current and periodical monitoring (results of national censuses) – indicates the occurrence of events of crucial importance for the development of at least some regions. In this context, the Opole region loses its population both as a result of the international exchange and migration to other Polish regions.

Main area of influx of people to the Opolskie Voivodeship are neighbouring regions. In 2007–2010, in absolute terms, in cross-section by poviats, most people moved to the Opolskie Voivodeship from Wrocław (800) and then from the poviats of: Racibórz (470), Kłodzko (304), Gliwice (304), Lubliniec (282) and Oława (279). The main outflow area of people (target place of registration) from the Opolskie Voivodeship are strong economic centres, mostly academic centres, and neighbouring regions. In 2007–2010 most inhabitants moved out to Wrocław

<sup>32</sup> R. Jończy, *International economic migrations from the Opolskie Voivodeship in 2008–2010 and their impact on the labour market in Opole region and fiscal sphere of local government. Diagnosis and recommendations in the context of regional development*, the Opolskie Voivodeship Marshal's Office, Opole 2011, p 119–120.

<sup>33</sup> R. Jończy, *International migrations from the rural area of the Opolskie Voivodeship after Polish accession to the EU. Selected economic and demographic aspects*, Instytut Śląski Publishing House, Opole-Wrocław 2010, pp. 350–351.

(over 2 thousand) and then to poviats of: Racibórz (669), the Capital City of Warsaw (634), Wrocław (427), the city of Kraków (386) and Oława (320).

Opole as an inter-metropolitan region is particularly vulnerable to the accumulation of negative effects of cumulated growth. An intense process of drawing in relatively scarce resources of relatively close metropolitan areas is one of its manifestation. This phenomenon is particularly visible in the case of Wrocław, for which the number of registrations from the Opolskie Voivodeship is three times higher than the number of de-registrations from Wrocław to the Opolskie Voivodeship (Table 2).

**Table 2.** Net population rate (including Opolskie Voivodeship) for selected cities and poviats according to selected territorial units in 2007–2010 (in persons)

No.	Name of poviat	Net migration	Years			
			2007	2008	2009	2010
1	City of Wrocław	-1473	-372	-288	-369	-444
2	Wrocław poviat	-305	-72	-60	-56	-117
3	City of Katowice	-36	-1	-26	-16	7
4	Gliwice poviat	45	-6	25	14	12
5	City of Gliwice	85	27	29	4	25

Source: Own elaboration based on data from Statistical Office in Opole.

It is expected that the demographic losses that will be felt by the voivodeship in the long run, will relate mainly to the educated youth, who in the region – although attractive to live but having an inadequate offer of employment – has problems with the provision of satisfactory living conditions, including independent housing. There are several reasons of migration from the Opolskie Voivodeship. They are complex and result in low fertility rate. They include:

- insufficient number of attractive, secure jobs in the region, giving satisfactory earning opportunities,
- difficulties in finding a job in line with possessed skills and education,
- insufficient opportunities to meet one's life aspiration, mainly limited access to independent living.

As research of regional experts show, depopulation of the voivodeship will result not only from the migration abroad but also from the drain of people to larger urban centres. According to prof. K. Heffner the depopulation will particularly affect the rural area, peripherally located and less equipped with technical and social infrastructure. This will include mainly people aged 18–35, women and people with higher education<sup>34</sup>. According to prof. R. Jończy, push factor that lead people out of the region, especially from its peripheral area, may be, paradoxically, higher education, but ill-suited to the needs of the local market, forcing people to seek work outside the place, or often outside the region of residence. In the opinion of R. Jończy mainly the youth and women of non-indigenous origin will emigrate<sup>35</sup>.

<sup>34</sup> K. Heffner, *Spacial-economic processes in the Opolskie Voivodeship*, [in:] M. Lis, K. Szczygielski, L. Drożdż (eds.), *the Opolskie Voivodeship 1950–2010*, Opole 2011, p. 141.

<sup>35</sup> R. Jończy, *Economic international migrations from the Opolskie Voivodeship in 2008–2010...*, op. cit., p. 123.

## Demographic situation of the Opolskie Voivodeship is adversely affected by the family crisis

Modern family undergoes significant social changes. Marriages are concluded later, the number of divorces is growing<sup>36</sup>, there is occurrence of separation, while intergenerational ties are weakening. In addition, there are differences between preferred and actual family model – one-child family model becomes more and more common, despite declaration of the desire to have more children. At the same time the median age of mothers is changing – in 2011 a child statistically came into the world when a mother was 28, while in 2005 it was several months earlier, and in the mid-eighties – approximately three years earlier (Table 3).

**Table 3.** Median age of mothers by birth order in the Opolskie Voivodeship (age of mothers at the birth of another child, which a half of the mothers has already exceeded and a half has not reached yet)

Years	Total	Birth order							
		1	2	3	4	5	6	7	8 and more
1985	25,6	-	-	-	-	-	-	-	-
1995	25,8	-	-	-	-	-	-	-	-
2005	27,4	25,0	28,7	31,4	34,1	35,3	37,6	36,8	38,3
2011	28,4	26,4	30,0	32,5	34,5	33,6	36,5	34,9	39,7

Notes: No data available.

Source: Own elaboration based on data from Statistical Office in Opole.

Decreasing stability of marriages has an impact on a number of offspring. In 2011 in the Opolskie Voivodeship 60% of divorced couples had at least one child aged under 18. As a result of long-term migration, a model of family is changing, and a problem of Euro-orphanhood is emerging. In the light of research conducted by the Regional Centre for Social Policy in Opole<sup>37</sup>, the phenomenon of Euro-orphanhood in the region includes about 10 thousand children. The results of the research show that international migrations affects relationships with a child – 25% of migrants show that the impact is negative.

## Population of the Opolskie Voivodeship will decrease

Demographic projections may play an important role in planning socio-economic development, however, it should be remembered that they are primarily of warning not oracular nature. These projections set main trends of demographic development, but as reality shows, they are not always fully accurate.

Last comprehensive demographic projection, prepared by official statistics services, dates back to several years ago. It should be expected that by 2020 at least one new projection

<sup>36</sup> According to data from the Statistical Office in Opole, in 2011 in the Opolskie Voivodeship 5.2 thousand marriages were concluded with 1.7 thousand divorces, in 1999, respectively: 5.4 thousand marriages, 1.1 divorces.

<sup>37</sup> *Phenomenon Euro-orphanhood in the Opolskie Voivodeship*, Regional Centre for Social Policy in Opole, Opole 2009, photocopied material, pp. 3, 23.

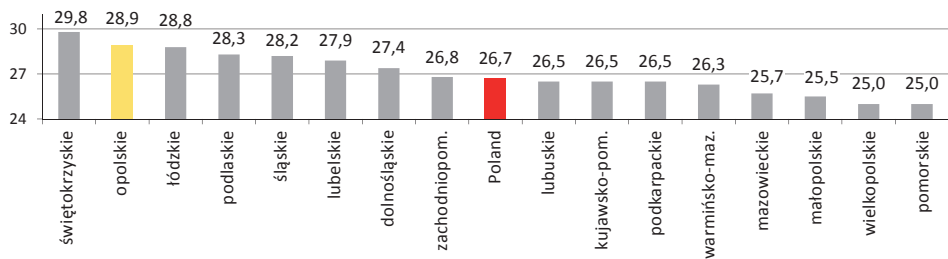
will be created which will be based, among others, on the results of the People and Housing National Census conducted in the second quarter of 2011. *The Population projection for the period 2008–2035* (CSO) foresees that the population of the Opolskie Voivodeship in 2035 will account to 897.1 thousand of residents, i.e. 140 thousand less than in 2007. The projected de-population trend will not, therefore, differ from the situation with which we recently dealt.

Much more sharp decrease in the population of the Opolskie Voivodeship compared to that of the entire Poland is primarily a result of, according to the SCO projection, unfavourable balance of natural migration, and after 2020 only for that reason, as from that date the net migration exchange rate will be positive. Additionally, constantly negative migration exchange within Poland will strengthen the decline in the population of the region.

## Share of working age population in the Opolskie Voivodeship will be one of the highest in the country

As Poland 2030 Report shows, deterioration in the ratio of a number of people of pre-working and retirement age over the next two decades is an inevitable process. A possible permanent increase in total fertility rate in the coming years can contribute to a decrease in the demographic dependency ratios within the next fifty years, but it will not improve the situation by 2030<sup>38</sup>. There are many indications that in the Opole region there will be inter-generational solidarity crisis because of the very high old age dependency ratio. The economic dependency ratio for the Opolskie Voivodeship is seen as very negative in the perspective to 2035. Dynamic change of position in the ranking of regions is very important here: from the current seventh to the second place in 2035 (Chart 7).

**Chart 7.** Share of post-working population in total population in 2035 (CSO projection, in %)



Source: Own elaboration based on data from the Central Statistical Office in Warsaw.

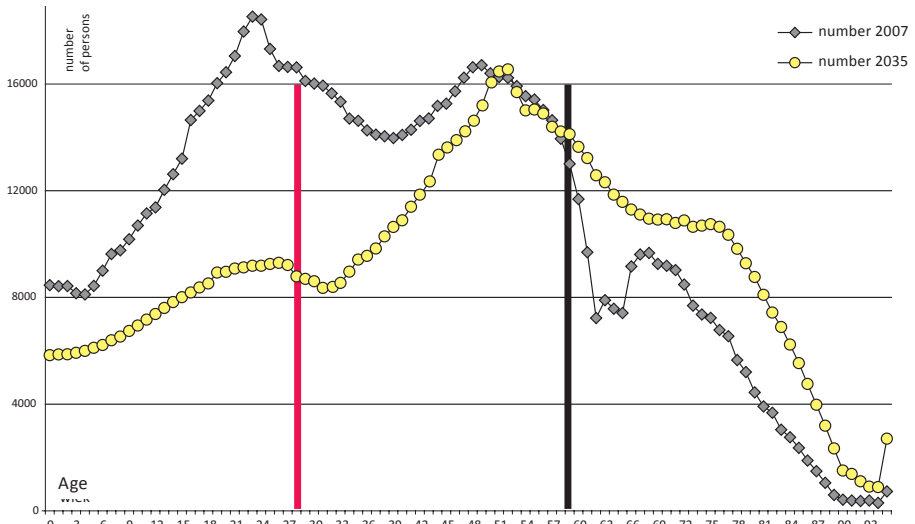
Taking into account the change in the average age of the Polish population, it becomes a matter of course that in the Opole region the economic dependency level of the working age group is and will be among the highest in Europe. The population of the Opolskie Voivodeship in 2035 will not only be less numerous than at present but additionally will have a completely different age structure (Chart 8). Particular attention should be paid to the change of a dominant group in the age structure – in 2007 these used to be people aged 20–25, in 2035 it will be immobile group of working age people. For the development prospects of the region it is also important that the dominant part of the immobile group from 2035 will move over the next 10 years to the group of people of post-working age, creating an extremely difficult economic and social situation of imbalance between a number of people of working-age

<sup>38</sup> M. Boni (ed.), *Poland 2030. Development challenges...*, op. cit., p. 47



and the whole group of people of non-working age (with the predominance of population of post-working age). Demographically, the Opole region is and will be in extremely difficult position (the worst in Poland). This means it needs to be considered as an area threatened by population and economic crisis.

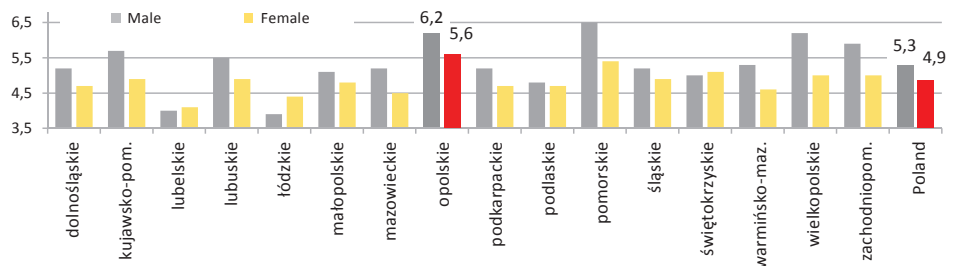
**Chart 8.** Age structure of the population of the Opolskie Voivodeship in 2007 and 2035 (CSO projection)



Source: Own elaboration based on: R. Rauziński, K. Szczygielski, *Analysis and evaluation of contemporary factors shaping the regional and local labour markets in the Opolskie Voivodeship*, [in:] *Diagnosis and macroeconomic forecasts for the Opolskie Voivodeship with particular emphasis on the labour market*, Opolskie Voivodeship Marshal's Office, Opole 2009, p 86, and data from the Statistical Office in Opole

In the future there will be an increase in the demand for health services due to the aging of the population in the region. Average life expectancy in the Opolskie Voivodeship (according to the data of 2009) for men is 72.7 years and 80.5 years for women, and in both cases, these rates are higher than the national average. In the years 1990–2009 extending of life expectancy for men living in the Opole region by 6.2 years and women by 5.6 years was observed, which ranks the Opolskie Voivodeship – in the case of men second, and in the case of women – first in the country (Chart 9).

**Chart 9.** Increase in life expectancy in the population of men and women in 1990–2009 in Poland, by voivodships (in years)



Source: Own elaboration based on data from the Central Statistical Office in Warsaw.

## Access to health services in the Opolskie Voivodeship is good, but does not protect all of the needs of its inhabitants

Quality of life in the region depends on many factors. In addition to the financial situation, job satisfaction, family life, health status and access to health services are also important. The level of services provided in the public health care system in the region has a strong influence on the subjective perception of the quality of life of the inhabitants of the Opolskie Voivodeship. This issue is especially important in the light of the aforementioned migration outflow of the residents of the Opolskie Voivodeship.

Among important issues related to health protection, the following should be mentioned:

- extensive network of hospitals and their good regional accessibility;
- smaller number of beds per number of inhabitants (the largest number of beds and number of patients treated in the Opole region was recorded in the following departments: internal, general surgical ward, gynecology and maternity, and pediatric ward<sup>39</sup>;
- deficiency of specialists in the following areas: cardiac surgery, family medicine, forensic medicine, medical oncology, pediatrics (25% of specialists has reached retirement age) general surgery, nephrology, gastroenterology, angiology, hypertensiology, geriatrics<sup>40</sup>;
- loss of interest in education in nursing and obstetrics – while natural aging and life extension of the population will cause that the need for medical care will systematically grow;
- well-developed emergency medical services (however, requires an integrated and continuous modernisation, hence the need to establish one emergency centre in the region);
- lack of air teams on duty in the Opolskie Voivodeship – the Opolskie Voivodeship area in this regard is secured by air ambulance teams in Gliwice and Wrocław;
- good infrastructure, equipment and access to modern medical equipment in hospitals;
- one of the lowest infant mortality rate in the country;
- low growth rate of foster family institutions;
- low development rate of care and treatment services, as well as palliative care;
- low activity of persons with disabilities in social and professional life;
- increase in the level of drug use among young people.

Longer life expectancy is associated with deterioration of both physical and mental efficiency. However, occurrence of disability applies not only the elderly, it may affect also very young persons and even small children. People with disabilities come across numerous barriers in their everyday life which prevent them from full realisation of their social and professional needs. The results of the study of health status of the population indicate that at the end of 2009 5.3 million people with disabilities lived in Poland. At the same time, the studies show that in the Opolskie Voivodeship nearly 15% of the population is affected with the problem of disability, and the share generally increases with age<sup>41</sup>.

<sup>39</sup> *Operation of general and psychiatric hospitals by wards in 2008–2009*, Opole Public Health Care Centre – Division of Analysis and Monitoring of Health Care, 2010.

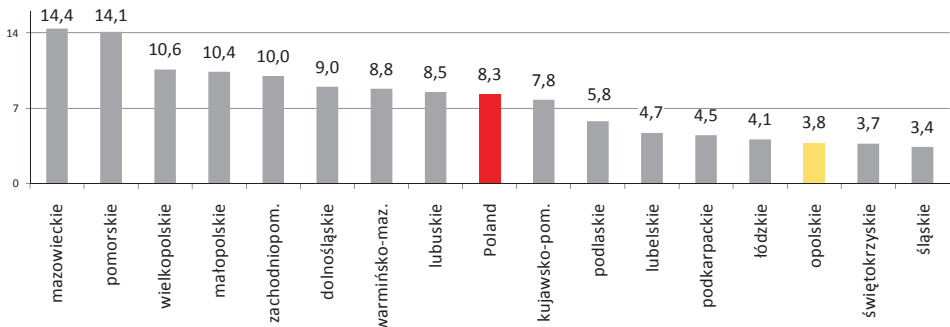
<sup>40</sup> M. Szymkowicz, Are we facing the limitation of the access to healthcare services – the role of the self-government in providing health security to residents, the presentation from the conference, Opole 19.09.2010, photocopied material.

<sup>41</sup> Based on: *The health status of the Polish population in 2009*, Central Statistical Office. Warsaw 2011.

## Access to housing in the Opolskie Voivodeship is insufficient

Housing dependence primarily means insufficient availability of housing understood as a failure to meet the housing needs of households, due to the low income of the population and high prices for construction and purchase of flats, as well as lack of national system solutions which would allow for increasing availability of housing for less affluent families. The results of the National Census of Population and Housing in comparison with the results of the census conducted in 2002 show that the increase in the number of housing stock was only by 3.8% compared to a average national growth of over 8% (Chart 10). The census also showed that among all dwellings, as many as 36.5% is located in the buildings constructed before 1945. It is 20.5% in the country, and higher rates are only in the Dolnośląskie and Lubuskie voivodeships.

**Chart 10.** Increase in the number of dwellings in 2002–2011 in Poland, by voivodeships (in%, the NPC data)



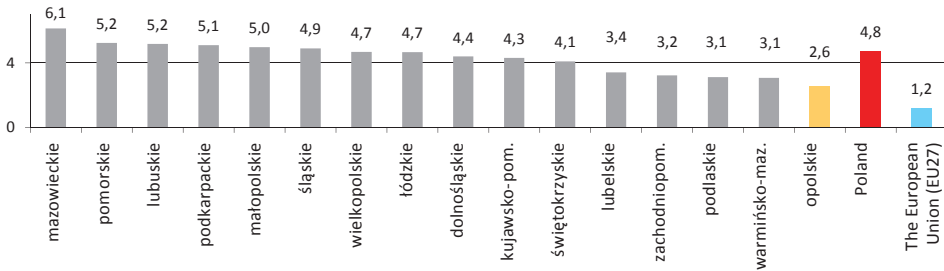
Source: Own elaboration based on data from the Central Statistical Office in Warsaw

## Opolskie Voivodeship is one of the regions with a medium level of development and relatively slow pace of economic growth

Significant economic growth in Poland in recent years has not translated into a corresponding change in the Opolskie Voivodeship. The region grew more slowly, not only in comparison with neighbouring voivodeships, but also with the statistically poorest regions located along the eastern wall. This trend explains at least some factors of an endogenous and exogenous nature. The most important include deficiency of strategic investment, migration outflow of population, significantly reducing the absorption of the regional market and, above all, very strong competition of neighbouring regions, capturing not only the rich resources of human capital, but also new investment, particularly foreign direct investment. Economic growth was also inhibited by the reduced productivity of certain sectors of the economy, and the low economic activity of residents.

Opole region, belonging to one of the regions with the average level of economic growth, is however an area of relatively slow economic growth. The average annual growth rate of gross domestic product in 2004–2009 (2.6%), although lower than the national average (4.8%), was more than twice the European Union average (1.2%) – Chart 11.

**Chart 11.** Average annual growth rate of gross domestic product in Poland, by voivodships and the European Union in 2004–2009 (in%, by constant prices)



Source: Own elaboration based on data from the Central Statistical Office in Warsaw.

Although the Opolskie Voivodship belongs to a group of regions of an average growth level in Poland (11th in the country measured in GDP per resident<sup>42</sup>), in its internal system significant disparities at the level of NUTS3 are visible. The Opole sub-region is one of the areas with high growth rate (92.4% of the average national level, 18th in the country) and Nysa sub-region belongs to the group of the lowest statistical growth level in the whole country (65.2% of the average national level, ranked 55th per 66 sub-regions)<sup>43</sup>.

Ratio of GDP per capita to the average level in the UE is a nationwide result of the situation. The value of the gross domestic product per capita in all Polish regions is lower than the average in the European Union (by purchasing power parity). The Opole region reaching 50% of the EU average is in the 11th position in Poland (before the so called eastern wall regions – Warmia-Mazury, Świętokrzyskie, Podlasie, Lubelskie and Podkarpackie voivodships).

## Economy of the Opolskie Voivodship is strongly linked to the German economy

In the global economy, the role of exports as a factor stimulating the production and economic growth is increasing, and a high proportion of sales to foreign markets is considered to be one of the factors indicating high competitiveness of businesses, and indirectly of regions. The ratio of the export value to the value of industrial output in the Opole region is estimated to be over 33%, which places the voivodship on the 12th position in Poland, with the national average of less than 50%.

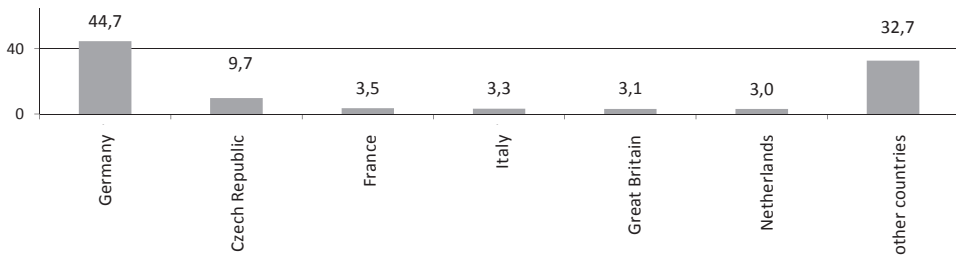
0.6 of entities create export potential of the Opolskie Voivodship. Among all exporters most of them ship their goods to Germany and (less than 300) and to: Czech Republic, Ukraine, Slovakia, Austria and Netherlands. Goods are exported to more than 100 countries. High share of export to the demanding countries (including the UE– about 86%) proves the competitiveness of the region – both in terms of cost (price) and quality competitiveness. Germans and Czechs are the main trade partners which together account for more than a half of the value of sales (Chart 12). Higher share of export to Germany is recorded only in

<sup>42</sup> Data on GDP per capita does not include the results of the Population and Housing National Census conducted in 2011

<sup>43</sup> Based on: *Gross domestic product – regional calculations in 2009*, Central Statistical Office, Warsaw 2011 NUTS3 units in the Opolskie Voivodship were, despite suggestions from the region, incorrectly defined in terms of territory: Głubczyce powiat was classified as Opole sub-region, and Kluczbork powiat as Nysa sub-region. Social, economic and local territory determinants indicate its opposite arrangement. In fact, interregional differentiation (e.g. GDP) is higher.

the Lubuskie Voivodeship, while the higher share of export to the Czech Republic is only in the Dolnośląskie Voivodeship. The region's share in national exports is relatively small and is approximately 1.6% compared to 1.4% for imports.

**Chart 12.** Export of the Opolskie Voivodeship by destinations in 2009 (in %, on the basis of export value, indicative data)



Source: Own elaboration based on the data from the Customs Chamber in Warsaw.

Export is based on branches of high and medium-high technology according to the nomenclature of the OECD (almost 52%, 4th place in the country – mainly due to the chemical industry). Branches of medium-low technology accounts for approximately 22%, and the low – about 26%.

Goods to the Opolskie Voivodeship are imported from more than eighty countries. In terms of value, the majority is imported from Germany, United States, Czech Republic, Italy, Netherlands, Belgium and China. A number of importers is higher than a number of exporters by about ¼ and amounts to over 700 companies. Among all importers, most of them import goods from Germany (364) and next from China, Czech Republic, Italy, the Netherlands, Austria and Great Britain. For each of the remaining countries there is less than 100 importers

### Industry plays an important role in the economy of the Opolskie Voivodeship

Highly developed industry, generating 30.7% of gross value added in the region (national average 23.9%, third place in Poland, Table 4) is a characteristic feature of the Opolskie Voivodeship. The industrial nature of the region is primarily determined by entities operating in the field of industrial processing and generation and supply of electricity, gas and water (first place in the country due to the amount of share in the total gross value added). Also trade and repairs, as well as real estate and corporate services play an important role. Construction sector is equally important for the competitive position of the Opolskie Voivodeship (7.3% of GVA)

High development rate of the industry in the Opolskie Voivodeship is regarded as one of the strengths of the region. However, very weak development of services, particularly market services, should be mentioned. It can be worrying as it is projected that in the future the sector could be one of the main motors of socio-economic development in the world: high-performance industry and construction, as well as high-performance and comprehensive services have the potential to be one of the factors in the development of the region.

High competitive position of Opole agriculture is an additional advantage of the region. It is a result, among others, of optimal conditions for crop production, modern agricultural practices, good technical means of production, as well as favourable environmental and soil conditions, which are the basis for intensive agricultural production.

**Table 4.** Structure of gross value added in the Opolskie Voivodeship and in Poland in 2008 by PCA section 2004

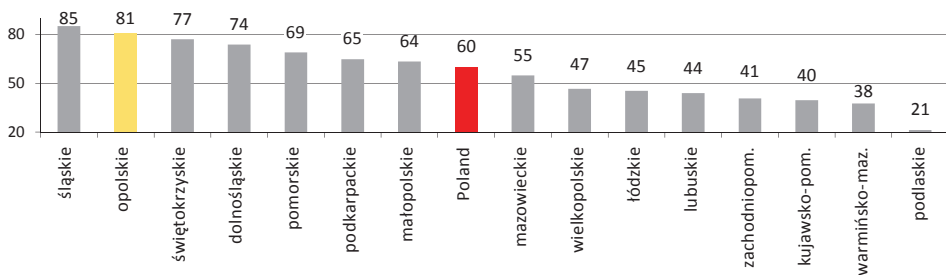
Specification	Opole region	Poland	Position of the Opolskie Voivodeship
Manufacturing industry	25,2%	19,3%	1
Trade and repairs	17,4%	19,1%	16
Real estate and corporate services; science	11,7%	14,3%	13
Public administration and national defence	7,3%	6,0%	6
Construction	7,3%	7,0%	8
Transport, storage and communication	5,1%	6,6%	12
Generating and supplying electricity, gas and water	4,9%	2,7%	1
Education	4,9%	4,7%	10
Agriculture, hunting and forestry	4,3%	3,7%	8
Health and social care	3,9%	3,8%	11
Other services, municipal and social services	3,3%	3,8%	11
Financial intermediation	2,6%	5,3%	15
Hotels and restaurants	1,0%	1,2%	16
Private households with employed persons	0,6%	0,5%	6
Mining and quarrying	0,6%	2,0%	11
Fishery	0,01%	0,02%	8

Source: Own elaboration based on data from the Central Statistical Office in Warsaw.

## Diversified industry structure, mid-tech industry and tradition of industrial production are assets of the Opolskie Voivodeship

In the economy of the Opolskie Voivodeship industry plays an important role. Diversified industry structure and a long tradition of industrial production are development assets of the region. Mid-tech industry is a strength of the Opole region economy. In the structure of marketed production of manufacturing in the Opolskie Voivodeship, the production of medium-high and medium-low technology (“standard technique”) accounts for about 81% of the total production (Chart 13).

**Chart 13.** Indicative share of medium-high technology industries in the structure of marketed production of manufacturing in 2009 (in%)



Notes: No data available for the Lubelskie Voivodeship due to the statistical confidentiality; data for the Opolskie Voivodeship for 2008.

Source: Own elaboration based on data from the Central Statistical Office in Warsaw.

Food industry is characterised by the largest share in the industrial production (16.2% of total regional production, Table 5). A particularly important role play: fruit and vegetable processing (inter alia, Nutricia plants in Opole), manufacture of dairy products (inter alia Zott Poland in Opole, Regional Dairy Cooperative in Prudnik, Głubczyce), manufacture of bakery, pastry and confectionery (e.g. confectionery establishments Zakłady Przemysłu Cukierniczego in Otmuchów, Cukry Nyskie in Nysa, PWC Odra in Brzeg, Kraft Foods in Skarbimierz), sugar production (Sugar Factory in Polska Cerekiew) and others (eg. Lesaffre Poland in Wotczyn).

Chemical industry has equally important contribution in the region's production, based on the production of basic chemicals (such as ZAK SA and Pertochemia-Blachownia in Kędzierzyn-Koźle) and to a lesser extent on the production of household chemicals. The production of chemicals and chemical products is an important element of the industrial potential of the Opolskie Voivodeship. Its share in the marketed production of the industry represents 14.9%.

Third section – due to the share of the marketed production of the industry – is manufacture of non-metallic products (12.3% of the production in the region relative to 4.0% on average in the country) The cement and lime industry is of particular importance (including inter alia Górażdże Cement in Chorula, Cement Plant Odra in Opole, Lhoist Poland in Tarnów Opolski), production of concrete and plaster products (inter alia Monier in Opole, PV Prefabet in Kluczbork), and manufacture of glass and glass products (inter alia Warta Glass in Jedlice near Ozimek, Vitroterm-Murów in Murów, Velux in Namysłów, Alsecco and Majewski in Nysa).

Metal industry also plays an important role. Manufacture of metal products constitutes about 9.0% and only metals about 2.4% of total production in the region. Due to such high share the region is among the top four regions with the highest proportion of the metal industry in total production. The metal industry potential is created, inter alia, by: Steelworks "Małapanew" in Ozimek, Tube Rolling Plant "Andrzej" in Zawadzkie, Marcegaglia in Praszka, Machines and Structures "Małapanew" in Ozimek, Izostal in Zawadzkie, Metal Products Factory "Kuznia Osowiec" in Osowiec.

**Table 5.** Structure of marketed production of the industry in the Opolskie Voivodeship against Poland by sections and selected sub-sections of PSA in 2010

Specification	The share in industrial production (%)		Position of the Opolskie Voivodeship*
	Opole region	Poland	
<b>1. „Manufacturing” section, out of which:</b>	85,5	83,0	10
Manufacture of food products	16,2	15,4	9
Manufacture of chemicals and chemical products	14,9	4,4	1–2
Manufacture of other non-metallic mineral products	12,3	4,0	2
Manufacture of metal products	9,0	5,6	2
Manufacture of motor vehicles, trailers and semi-trailers	7,3	9,7	7
Manufacture of machines and devices	4,3	3,5	4
Manufacture of electrical equipment	3,6	4,0	6
Manufacture of rubber and plastic products	3,5	5,3	12

Specification	The share in industrial production (%)		Position of the Opolskie Voivodeship*
	Opole region	Poland	
Manufacture of products of wood, cork, straw and plaiting materials	2,7	2,4	8
Manufacture of furniture	2,4	2,5	8
Manufacture of basic metals	2,4	3,8	4
Manufacture of paper and paper products	1,5	2,5	8
Printing and reproduction of recorded media	0,8	0,9	9
Manufacture of leather and related products	0,5	0,3	4
Manufacture of wearing apparel	0,3	0,7	14
Manufacture of textiles	0,1	0,7	14
Other branches of manufacturing	3,7	17,3	15
<b>2. Sections (total):</b>			
<ul style="list-style-type: none"> <li>• Production and supply of electricity, gas, steam and hot water</li> <li>• Water supply, sewage and waste management; remediation activities</li> <li>• Mining and quarrying</li> </ul>	14,5	17,0	7
<b>TOTAL INDUSTRY</b>	<b>100</b>	<b>100</b>	<b>—</b>

\* Indicative, because in a few cases the data acquisition was not possible due to statistical confidentiality.

Source: Own elaboration based on data from the Central Statistical Office in Warsaw.

Compared to other voivodeships, the Opole region is characterised by very high share of the chemical industry in total production, a very high proportion of the manufacture of non-metallic mineral products (2nd position in the country), high share of manufacture of basic metals (4th position) and metal products (2nd position). Moreover, it is among top producers of coke (Arcelor Mittal Poland SA Branch in Zdzieszowice) and the energy industry (PGE GiEK S.A. Opole Power Plant).

## Construction is of great importance for the competitive position of the Opolskie Voivodeship

Construction sector is very important for the competitive position of the Opolskie Voivodeship. It is characterised by relatively high competitiveness compared to the industry situation in the country and includes, in addition to construction and assembly, production of building materials and extractive industries (limestone, basalt, gravel, clay). It also has a specialised vocational education, universities, R&D centres and institutions, construction companies and large plants producing building materials. High and non-degressive number of companies operating in the sector, rich construction tradition and considerable raw material resources are factors that encourage the continuation of the role of the industry in the development of the region.



Due to the substantial natural resources, the existing research potential, associated with the construction industries as well as skilled labour resources, the construction sector is one of the most important factors in creating the competitive position of the regional economy.

## Service sector in the Opolskie Voivodeship is underdeveloped

Particular challenge for the Opolskie Voivodeship is to overcome the relatively slow development of the regional service sector. This trend significantly differs from the dominant tendencies in the world where those employed in broadly understood area of “creating conditions for the economic growth” and the area generating high quality of life on local and regional scale are in decidedly advantageous position in regional labour markets.

Diagnosing the development situation of the Opolskie Voivodeship, it could be noted that regional businesses are still provided with too little competitive advantages which would result from service background located there (consulting, media, science and education, science and research sector, financial services, administration, public relations, communication, availability, logistics, repair, transportation, etc.). Regional economic sector, both private and public, and social area often do not see development opportunities that arise from the transition from the second to the third economy section, i.e. from the pure production to the services. From this perspective, the Opole region is decidedly disadvantaged in comparison with other voivodeships in Poland, both in neighbourhood as well as national and international dimensions<sup>44</sup>.

## Agriculture has a significant potential in the Opolskie Voivodeship's economy

Potential of agriculture of the Opolskie Voivodeship in the country and the importance of this section in the economic structure of the region makes this area a significant and sustainable component of the regional policy. Favourable land relief and climatic conditions, high quality of soil and advanced agriculture considerably contribute to the high agricultural productivity: in terms of yields of cereals, oilseed rape, agrimony and sugar beet Opole region is a leader in the country. The region also occupies a leading position in terms of average annual milk production per cow.

In the commodity structure of agricultural production in the Opolskie Voivodeship plant production represents 55.9% (33.5% – cereal, 15.7% – industry plant production, such as beetroot, 3.2% – vegetables and 1.3% fruit). Livestock production represents 44.1% of total production – animals for slaughter account for 24.5%, cow's milk – 14.6% and eggs – 4.5%.

In 2010, 45 thousand farms were registered (a decrease by 39% compared to 2002), including 37 thousand farms engaged in agricultural activities (plant or/and animal). The Opolskie Voivodeship still ranks among a group of voivodeships characterised by a large number of small farms: the percentage of the smallest farms with an area of 0–5 hectares amounted to 64.4% (in 2002 – more than 75%). Along with the decrease in a number of farms an increase in the average area of agricultural land per one farm can be seen. In 2010 an average area of agricultural land per one farm in the Opolskie Voivodeship was 11.6 hectares compared to 7.6 in 2002.

<sup>44</sup> K. Heffner, *Regional report. The Opolskie Voivodeship*, Opole 2011, photocopied material, pp. 133–136.

Farmers from Opole region lead in the animal production, yielding more than 10 thousand litres of milk from the best cows at farm level. Bovine population remains at annualised level of 121–123 thousand animals including 48–52 thousand dairy cows. Number of active suppliers of milk from the area of Opolskie Voivodeship decreased from 4.5 thousand before the accession of the EU to around 2 thousand and today shows a steady decline, while increasing the efficiency of milk from the farm. Virtually all production of milk is extra class (98%) due to tightening of veterinary and sanitary requirements, and the needs of the dairy industry. The pig population does not exceed 600 thousand heads. Depending on the situation in the labour market pig livestock remains at the level of 550–595 thousand heads. About 10 thousand highly dispersed farms deal with pig production in the Opolskie Voivodeship (own calculations), which causes that the pig livestock produced varies greatly in terms of quality and conformation.

Opolskie Voivodeship is the smallest region in the country, but in terms of a number of agricultural producers is in the national forefront (fourth in the country), however, in relation to the number of farms in the region the degree of organization is still too low. Currently 79 groups of agricultural producers of the voivodeship are in the register. Among those groups, producers of cereals and oilseed rape dominate. Almost 30% of rape and more than 9% of total cereal production in the Opolskie Voivodeship is produced on farms of members of producer groups. Farmers engaged in livestock production are increasingly active in making decisions about creating collaborative forms of farming.

### Opolskie Voivodeship plays an important role in Polish inland fisheries

Differentiation of aquatic environments in the Opolskie Voivodeship – flowing and standing water – makes that, apart from a typically fish farming focused on carp fish production (mainly carp), fisheries combined with fishing tourism plays an important role in the region.

Opolskie Voivodeship is characterised by a significant development potential in the production of freshwater fish based on fish farming. Large, compared to a small area of the voivodeship, number of ponds – approximately 700 tanks of a total area of 3500 ha – may accumulate over 30 million cubic meters of water, which represents approximately 11% of the capacity of all ponds in Poland (in terms of water capacity of ponds the Opolskie Voivodeship holds third position in the country, after Dolnośląskie and Wielkopolskie voivodeships). It is estimated that approximately 9% of the total carp production in Poland is produced in the Opolskie Voivodeship. Fisheries management in the flowing waters (rivers and dam reservoirs of a total area of 7718 ha) is conducted in the fishing regions which are owned by the State. Polish Angling Association, bringing together nearly 23 thousand anglers, is the user of the region.

So called fishery-based areas are characterised by a large growth potential due to the fisheries management and natural conditions. In the Opolskie Voivodeship 11 gminas make up this area (from July 2009 area of activity of “Opolszczyzna” LGR association), on the area of which there are numerous water bodies (including ponds and flowing water), fish farms, as well as social organisations operating the field of fisheries.

### Cultural heritage is one of the defining features of the Opolskie Voivodeship

Cultural heritage whose richness often exceeds resources of other, much larger and more affluent regions in Poland, is a significant factor in the development of the Opolskie Voivodeship. Among many monuments historic complexes stand out, including those rec-

ognised by the President of Poland as Historical Monuments (St. Anne's Mountain with a unique on a global scale rock amphitheatre – composed of cultural and natural landscape of the area of significant potential for tourism development, recreation and pilgrimage, the complex of the parish church of St. James and St. Agnes in Nysa and Old Town with its medieval fortification system in Paczków). Numerous historical sacred and secular architecture complexes, including in particular the Franciscan monastery with bourgeois monuments and castle in Głogówek, medieval buildings in Opole and many other places in the region are the showcase of the region. Complex of historic buildings of national importance include court architecture and defence construction in Brzeg, Otmuchów, Namysłów, Niemodlin, Paczków Byczyna and Kluczbork and palace and park complex in Moszna, Kamień Śląski, Rogów Opolski and Prószków<sup>45</sup>. In addition, in Nysa and Kędzierzyn-Koźle there are fortifications of the Napoleonic era. The church and monastery with the Cistercian sacred objects in Jemielnica incorporated into the Cistercian cultural trail are also worth seeing. Among many trails in the voivodeship, the Way of St. James extending from Eastern Europe to Santiago de Compostela in Spain, and medieval polichromes of Brzeg with more than 20 objects with unique gothic wall paintings are also worth noticing.

In the region there are many old temples in rural areas, in particular wooden churches in the north of the voivodeship as well as historical technology, crafts and economy and significant monuments of the industrial, technical and hydrotechnical culture are worth maintaining, popularising and using for tourist purposes. There are also many buildings of great historical importance and art collections, also of the contemporary one. Unfortunately, technical conditions of many buildings and complexes of cultural heritage is poor, which qualifies them for the renovation and revitalisation in order to raise the tourism and socio-cultural attractiveness of the region. The regional identity is also reflected in the care for non-material cultural heritage, mainly connecting culture and traditions of the Silesia and the Western Borderlands, which manifests itself, inter alia, in the specific folklore, customs, language and culinary arts. Traditional cuisine of the Opole region stands out, whose several tens of products are on the list of traditional products in the region, country and Europe.

### Competitiveness and attractiveness of the region are built by number of cultural events, including those with an international dimension

Diversified cultural offer of numerous cultural institutions (such as museums, culture centres, libraries, galleries in Opole, Nysa, Brzeg in other cities) engaged in education in the field of the so called high culture, as well as popularising ancient and contemporary folk culture. Competitiveness and attractiveness of the region are built by numerous cultural events that are its nationally and internationally recognised trademark (including National Festival of Polish Song in Opole, International Percussion Festival, National Festival of Puppet Theatres, Opole Theatre Confrontations "Polish Classics", Summer of Flowers in Otmuchów, "Opolskie Lamy" Film Festival). Opole is the cultural centre of the voivodeship, which due to its history, tradition, cultural past and the development of cultural life observed these days plays a leading role on the regional scale, bringing together the most important cultural institutions and events of regional and national significance (among others J. Elsner Opole Phillharmonic, Jan Kochanowski Theatre in Opole, Museum of Opole Silesia, Opole Open-Air Museum of Rural Architecture, Central Museum of Prisoners-of-War in Łambinowice – Opole, Diocesan

<sup>45</sup> In 1847 in Prószków first university – Royal Academy of Agriculture – in Upper Silesia and in the area of today's Opolskie Voivodeship was established, and in 1868 the Royal Pomological Institute started its operation.

Museum, Opole Puppet and Actor Theatre). Traditions of Opole as the capital of Polish song is cultivated by the National Centre for Polish Song, consisting of the Amphitheatre of the 1000th Anniversary and the Museum of Polish Song.

However, indicators defining participation of inhabitants of the region in the culture are at noticeably lower level than the national average, thus the assessment of activity of local cultural communities identified in the existing strategic documents is poor. This is a result of bad condition and limited accessibility of cultural infrastructure, in particular in remote, external rural areas. Another reason is insufficient promotion of cultural undertakings.

Despite numerous investments in the cultural infrastructure development in the region, much of the cultural institutions require a major overhaul and retrofitting, especially in rural areas. Opolskie is the only region in Poland without a regional cultural institution which significantly reduces the level of participation and involvement of the region's population in the culture.

Towns and villages with a rich historical and cultural heritage have large potential to create tourism products.

Tourism and sport constitute an important development potential of the region. Natural and cultural richness provides opportunities for the development of economic activity in the field of tourism, culture, recreation and sport. Particularly towns and villages with a rich historical and cultural heritage are characterized by significant potential for the development of tourism products<sup>46</sup>. Among the tourist, nature and landscape facilities the following deserve attention: Turawskie Lake as well as Nyskie and Otmuchowskie Lakes located in the south-western part of the region. Odra river is unused tourist attraction of the Opolskie Voivodeship. Also other rivers of the region have a tourist potential – Mała Panew, Nysa Kłodzka, Kłodnica, Biała Głuchołaska, Stobrawa and Osobłoga.

Landscape parks and forest areas, subject to the nature conservation (St. Anne's Mountain, Opawskie Mountains and Stobrawski Landscape Park) are characterised by attractive nature and landscape qualities. Natural areas are also suitable for sports recreation and active tourism and may serve as a good base for those doing sports.

A unique in Europe paleontological inanimate nature documentation stand "Trias" in Krasiejów – JuraPark is a new attraction of the region Transformed into a tourist brand product associated with the creation of one of Europe's largest theme park devoted to dinosaurs, it has become a significant tourism and recreation asset in the region. The Zoo in Opole, as one of the objects of the highest number of visitors in the region, raises the tourist value of the city.

In the Opolskie Voivodeship there is no sufficient number of comprehensive, year-round recreational and entertainment facilities (such as water parks and amusement parks) and hotel infrastructure. The weakness of the region is low density and low standard of facilities and services and the unsatisfactory quality of the tourist offer. Also, the existing sport and recreation infrastructure is inadequate. There is a lack of multi-purpose entertainment and sports halls, indoor swimming pools, skating rinks, tennis courts, winter sports facilities and facilities enabling the organisation of sports events of international importance. Also the number of recreation facilities and equipment, networks of horse riding trails, cycling and skating trails and cross-country ski trails is not adequate. A number of existing sports and recreation buildings is closed, inaccessible to the wider population. Facilities for young athletes are inadequate, which adversely affects the development of sports and reduces interest of inhabitants in this area. In the Opolskie Voivodeship there are still no community recreation facilities (skate parks, outdoor gym, playgrounds).

<sup>46</sup> For more on this subject, see *Impact of tourism on the economic development of the region*, FUNDEKO Korbel, Krok-Baściuk Spółka Jawna, commissioned by the Opolskie Voivodeship Marshal's Office, Opole 2012.

## Level of innovation in the economy, business and R & D is relatively low

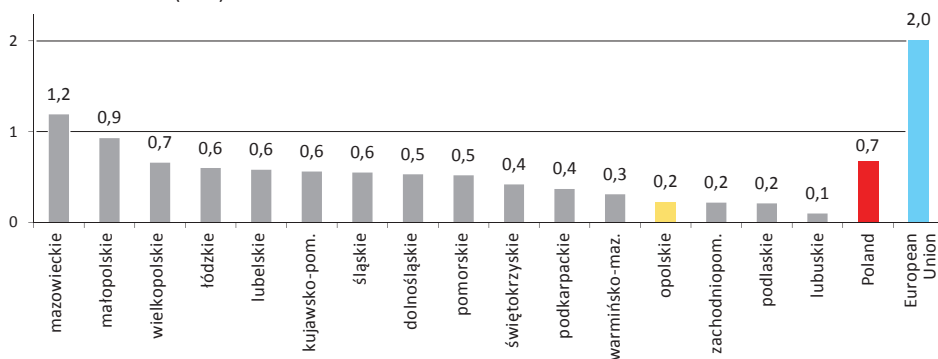
Study of innovation in the Opolskie Voivodeship indicates its relatively low level in the region. The authors of the study assumed that the “poor innovation in the region is a result of the problems inherent in the triangle: business – science – business institutions”<sup>47</sup>. Relationships in this cooperation network were indicated as a main problem.

Assuming that the innovativeness of economy is directly linked to the research and development, the main problem of the Opolskie Voivodeship is the low competitiveness of regional research offer and insufficient level of cooperation between institutions of R&D sector with business<sup>48</sup>. Also the share of companies cooperating with institutions of R&D sector is too low<sup>49</sup>. In addition:

- Opolskie Voivodeship does not have an internal financial instrument for the effective support of innovation development – in recent years it is based on the European Union funds and own funds of economic entities introducing innovations in their businesses;
- participation of the business sector in expenditure on R & D is low – only 18% of total outlays against 27% on average in the country (2010);
- the degree of wear and tear of research equipment is high (statistical wear level in 2010 amounted to about 83%);
- number of people employed in the R&D is low – merely 950 full-time equivalents, including only 63 in the business sector (2010).

Opolskie Voivodeship is characterised by low ratio of expenditure on the R&D activities to GDP, which in 2009 was only 0.2% against 0.7% on average in the country. This ratio is often treated as an universal indicator for the assessment of the regional innovation and is very negative in the Opolskie Voivodeship (Chart 14)<sup>50</sup>.

**Chart 14.** Expenditure on R & D relative to GDP in Poland, by voivodeships and in the European Union in 2009 (in %)



Source: Own elaboration based on the data from the Central statistical Office in Warsaw and Eurostat.

<sup>47</sup> J. Charkiewicz, W. Dziemianowicz, P. Błajet, N. Baczyńska, A. Smolik, *Analysis of the innovation state in the Opolskie Voivodeship*, Geoprofit, Warszawa 2010, p. 40.

<sup>48</sup> See: Final report of the study *Assessment of R & D and innovation activities undertaken within the framework of EU projects to increase the competitiveness of the Opole region*, Research and Consulting Studio „Re-Source” Korczyński Sarapata Sp.ż., commissioned by the Opolskie Voivodeship Marshal’s Office, Opole, 2012.

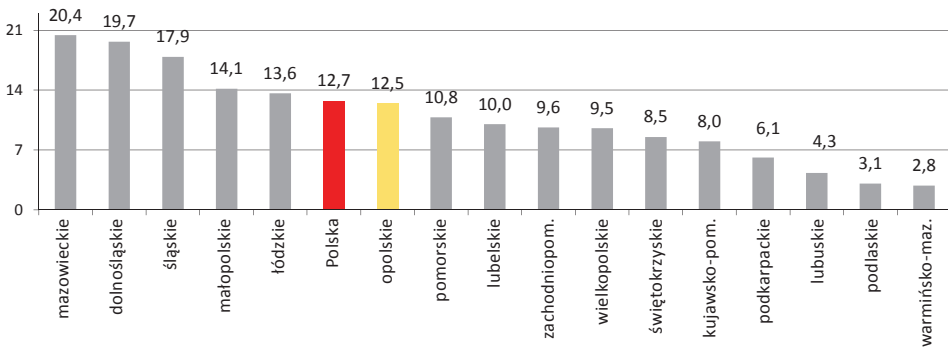
<sup>49</sup> *Innovativeness of Opole region enterprises. Results of monitoring*, part 1, Opole University of Technology, Academic Business Incubator, Opole 2006.

<sup>50</sup> W. Dziemianowicz, J. Łukomska, A. Górską, M. Pawluczuk, *Development Trends of Regions*, Geoprofit, Warsaw 2009, p. 16.

Share of Opole region industrial enterprises in the Polish trade in new technologies, both in the internal market, as well as on the European Union scale, is assessed as negligible. Number of patents granted in relative terms places the region on the sixth position in the country. In 2009–2011 127 patents were granted to the entities from the Opolskie Voivodeship.

Patents granted rate per 100 thousand inhabitants was lower than in the country (Chart 15.)

**Chart 15.** Number of patents granted per 100 thousand inhabitants in Poland by voivodeships in 2009–2011



Source: Own elaboration based on data from the Central Statistical Office in Warsaw.

## Opolskie Voivodeship having attractive investment areas does not have an independent special economic zone

Diagnosing the investment attractiveness of the Opolskie Voivodeship, one needs to pay attention to high, although still not fully realised the investment potential. In particular pro-development, strategic investments for the region are concerned which can result in a significant number of jobs and contribute to the acceleration of economic growth. However, lack of independent special economic zone is a region's problem.

Investment attractiveness of the Opolskie Voivodeship is enhanced by such qualities as relatively competitive market capacity, transport accessibility and rich economic infrastructure. The region is seen as a favourable location for the food industry (due to the potential of the agricultural sector), and the long industrial tradition, particularly in the food, mineral, metal, machinery and chemicals industry are the factors of high production culture.

Investment attractiveness of the region is increased by, lower than in neighbouring voivodeships, labour costs and investment areas preferably located in sub-areas of special economic zones. The level of investor services in the Opolskie Voivodeship is considered one of the highest in the country. Investment attractiveness is additionally enhanced by:

- favourable transport conditions (such as A4 motorway, proximity of A1 motorway);
- location of the voivodeship between two large urban areas-Upper Silesia and Lower Silesia (large market of 9 million consumers within 150 km, a large number of production plants for which companies from Opolskie Voivodeship are or may be sub-contractors);
- well prepared, attractive investment areas in relatively lower prices than in neighbouring voivodeships, territories located in special economic zones offering discounts of up to 70% of investment costs (higher than in the neighbouring regions, where they amount up to 60%);

- high culture and standard of work learned from the experience of working abroad and multiculturalism of the population;
- proximity of Czech Republic and Slovakia – important from the point of view of investors who are sub-contractors.

## Transport infrastructure is a factor enhancing economic potential of the region

Quality of the transport system is an important factor which determines living conditions and economic growth in the country. The Opolskie Voivodeship is characterised by relatively high level of the infrastructure development and occupies relatively good competitive position, however in the regional context the situation is worse, especially in comparison with the neighbouring voivodeships – Dolnośląskie and Śląskie. Key importance of the development of the transport system for the Opolskie Voivodeship is associated with a very good location in the transportation area, both European and national one. However, the location of the region between areas with a higher degree of development of transport infrastructure may become a “bottleneck” in the flows of goods and people. In this context, the following features are worth mentioning:

- relatively dense road transport network with dominant transit function along the east-west axis. Lack of the north-south axis causes radical difficulties in taking advantage of endogenous values of the region;
- inadequate level of the development of roads in cities (unsatisfactory connections with surrounding gminas), as well as large amount of traffic that contributes to traffic congestion;
- not fully developed land for economic investments requiring additional security for key connections in a given area with national and regional roads in the context of attracting investors;
- insufficient number of bypasses and bridges over the Odra river and insufficient technical parameters of roads and bridges.

Odra river crossing the central area of the Opolskie Voivodeship concentrates centres for the region’s development in its neighbourhood. Taking advantage of its potential is a great opportunity for the development of the Opolskie Voivodeship. In this context, it should be noticed that Odra Waterway since many years has been subject to systematic degradation in the European waterway system<sup>51</sup>. Intensification of the use of Odra as a transport route for bulk and large size cargo in the national and international traffic (including consideration of the construction of the Odra-Danube-Elbe water corridor as the main water and transport project in Europe), may change the competitive position of the region in the European system. Odra Waterway due to the old hydro-technical infrastructure (locks and dams) and depreciated facilities of the transport service (ports, reloading facilities) is used to a small extent. Unregulated flow of Odra river below Malczyce water threshold in the Dolnośląskie Voivodeship is an additional barrier. Odra river is an important ecological corridor, playing a key role within the environmental system of the Opolskie Voivodeship, Western Poland and

<sup>51</sup> Resolution of the Opolskie Voivodeship Assembly No XX/263/2012 of 28 August 2012 *on adoption of the Resolution of the Opolskie Voivodeship Assembly on the unfavourable for the future of navigation on the Odra river draft Regulation of the European Parliament and the Council on the EU guidelines for the development of the Trans-European Transport Network (2011/0294 COD) and not entering Odra Waterway on the list of priority investments under the TEN-T.*



Central Europe. Status and importance of the Odra river and comprehensive development of the Odra region is reflected in the government documents (Programme for Odra river 2006) and self-government joint initiatives (Western Poland 2020, the European Grouping of Cross-border Cooperation TRITIA).

One of the most important transit routes in Poland passes through the voivodeship's area, including those of European importance, being part of the Pan-European Transport Corridor III. The key railway line running through the Opolskie Voivodeship is E-30 and C-E30 trunk line, while the basic road is A4 motorway. These routes connect Germany, Poland and Ukraine. Condition of the rail infrastructure determining quality of public services in the field of passenger transport is getting worse year by year which results in prolonging journey time and deterioration of the competitiveness of this means of transport. In the Opolskie Voivodeship on many lines or sections of railway lines trains run at a speed not exceeding 50km/h.

There is no airport in the Opolskie Voivodeship. The nearest passenger airports are located within a radius of about 100 km from Opole. Currently, in the Voivodeship there is sports and recreational airport in Polska Nowa Wieś, also used for medical rescue and fire protection.

Structure of the national economy entities is dominated by micro-enterprises and trading and construction companies.

Potential of the Opolskie Voivodeship is formed by about 100 thousand national economy entities, of which more than 72 thousand are the self-employed (as of the end of May 2011). However it should be borne in mind that these numbers do not reflect the exact image of the Opolskie Voivodeship. The values indicated apply solely to entities entered into the REGON registry (National Business Registry), but they do not show how many of them actually run business (the problem applies to all voivodeships). It is estimated that basing only on the data from sources other than official statistics that it may be approximately 40–50 thousand active entities in the region.

Among entities registered in REGON in the Opolskie Voivodeship actors of G section dominate (wholesale and retail trade, repair of motor vehicles, including motorcycles"), which account for about 26% of the total. Numerous entities are also represented under "construction" (13.4%), and "manufacturing" (8.6%) sections. Taking into consideration the size of the entity, the structure is dominated by micro-enterprises (employing up to 9 people), which represent over 95% of the total. Low number of large, leading enterprises is a problem of the region. There is less than a hundred of large businesses (over 249 employees) in the region.

In the division by GDP, entities operating in the field of real estate management performed on commission (in most cases there are resident communities) represent the most numerous group, followed by: operators engaged in construction of buildings (this section includes broad construction services), providing road transport of goods, as well as retail sale in non-specialized stores with food and drinks.

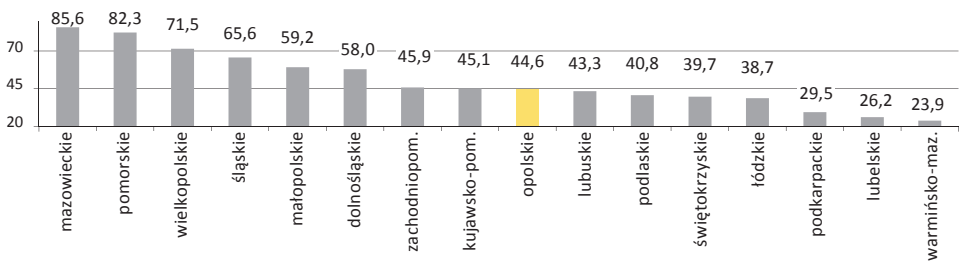
## Level of inhabitants' entrepreneurship of the Opolskie Voivodeship is relatively low

Available data indicates relatively low levels of inhabitants' entrepreneurship of the Opolskie Voivodeship. In the studies of the Polish Agency for Enterprise Development (PARP), the region is among the eight voivodeships with the lowest values of the entrepreneurship level (Chart 16). This result, although only statistical, reflects to a great extent the entrepreneurial attitudes and behaviours of residents. To create a synthetic measure of entrepreneurship the authors of the study used such indicators as: number of active enterprises per number



of inhabitants (for micro, small and medium-sized enterprises), number of working people per an active entity, and capital expenditures per employee.

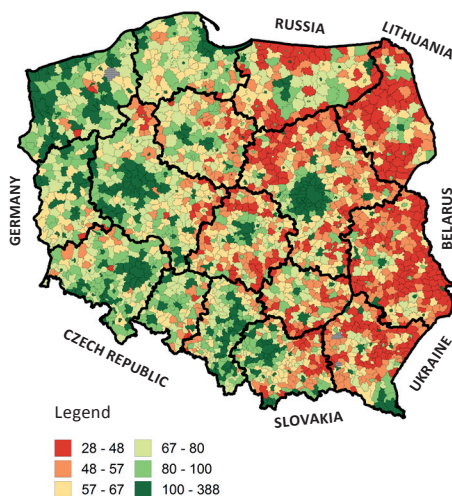
**Chart 16.** Level of entrepreneurship in the regions – a synthetic indicator of PARP (2009)



Source: Own elaboration based on the data from PARP.

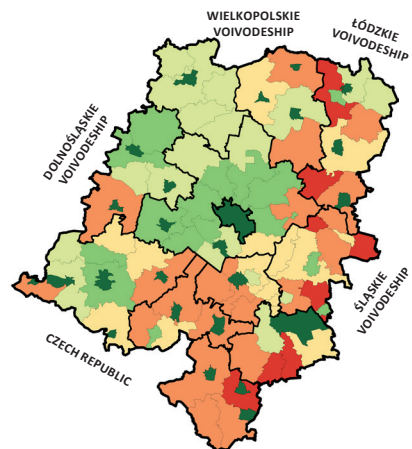
Entrepreneurship rate is the measure which is equally often used to reflect a number of entities entered into the REGON registry per number of inhabitants. This feature, despite the imperfections of the registry is a good measure of entrepreneurial attitudes of residents (actual willingness to run a business) – Maps 3 and 4.

**Map 3.** Entrepreneurship rate in Poland by gminas in 2010 (status at the end of the year)



Source: Own elaboration based on data from the Central Statistical Office in Warsaw.

**Map 4.** Entrepreneurship rate in the Opolskie Voivodeship by gminas' area in 2010 (status at the end of the year)



Source: Own elaboration based on data from the Central Statistical Office in Warsaw.

Measure is present in the literature in its many varieties. In addition to the one indicated above, an indicator based solely on the number of the self-employed is used. The structure of the feature does not cause a radical change in the perception of the level of entrepreneurship and places the region below the national average.

## Over 300 thousand people work in the national economy of Opolskie Voivodeship. Job creation pace is slower than in other voivodeships

Over 300 thousand people are employed in the national economy of the Opolskie Voivodeship, more than 73% of which work in the private sector. Industry concentrates 24.1% of working in the whole economy, construction – 7.4%, agriculture – 15.8%, and services – less than 53% (data as of end of 2009). The Opole region labour market, as indicated by some authors, is seen as the market of an auxiliary worker. It is a poor market when it comes to varied and interesting job offers associated with new technologies, technical and social sciences. In the Opole region as compared to other regions in the country, there is the fewest number of jobs for people with higher education<sup>52</sup>. On the other hand a high labour ethos and high labour culture are indicated.

Increase of jobs slower than in other voivodeship is a problem of the region. There are relatively less new jobs than in other regions. When compared to 2002, at the end of 2009 the number of employees in the Opolskie Voivodeship increased by 5.3%, i.e. over 2 percentage points below than the national average. Worse situation was noted only in six other regions.

Labour Force Survey conducted in the first quarter of 2012 showed that the employment rate in the Opole region reached its highest level in the 35–44 age group (79.7%) and 45–54 (74.6%). The lowest employment rate was recorded among people aged 55 and older (19.7%). Given the level of education, employment rate was highest among those with higher education (74.4%) and lowest among those with lower secondary education (13.2%)<sup>53</sup>. According to the Statistical Office in Opole, the employment rate for people with post-secondary and secondary vocational education was 60.7%, with vocational education – 58.2%, and for those with general secondary education – 42.9%.

## Unemployment rate in the Opolskie Voivodeship differentiates the regional space

Unemployment level is a component of synthetic assessment of the activity in the local as well as regional and global market. The number of the registered unemployed in the Opolskie Voivodeship, as at the end of July 2011, was 44.9 people. This group was composed of 55.1% of women, 44.2% of rural residents, 85.7% of the unemployed without benefit rights, 19.3% of young people aged up to 25, 49.1% of long-term unemployed, and 25.9% of unemployed persons over 50. The monitoring of deficit and surplus professions conducted since 2005 indicates a significant adverse effect of solidification of the occupational structure of the unemployed in the context of the structure of labour demand. Since years there has been a surplus of occupations of the unemployed, i.e. the number of the registered unemployed is sometimes considerably higher than the number of job offers in a given occupational area.

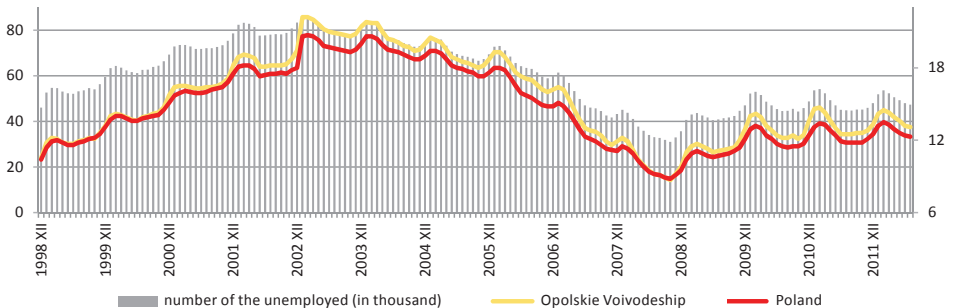
Characteristic feature of the Opolskie Voivodeship is unemployment rate statistically higher than the national average (chart 17). Over the last 20 years the unemployment rate registered in the Opolskie Voivodeship was only two times lower than the unemployment registered in

<sup>52</sup> T. Soldra-Gwiżdż, *Lifelong learning in the Opolskie Voivodeship. Status as of 2010, first part of the examination, analysis and research*, Opole Labour Market Observatory, Opole 2010.

<sup>53</sup> *Economic activity of the population in the Opolskie Voivodeship in the first quarter of 2012*, Statistical Office in Opole, Opole 2012, p. 6, [http://www.stat.gov.pl/cps/rde/xbcr/opole/ASSETS\\_aktyw\\_1\\_2012.pdf](http://www.stat.gov.pl/cps/rde/xbcr/opole/ASSETS_aktyw_1_2012.pdf) (z dnia 31 lipca 2012 r.).

Poland (last time in October 2008). At the end of June 2012, the rate in the region was 13.2% compared to 12.4% on average in the country. Rates in the other seven regions were more adverse. However, the actual level of unemployment in the Opole region may be considerably lower – this view is augmented by data from the National Census of Population and Housing, which indicates that the measure for the region and Poland was equal (2011). The Census also showed that the economic activity of residents is relatively low, and the unemployment rate is among the lowest in the country, especially in cities and among women.

**Chart 17.** Number of unemployed in the Opolskie Voivodeship (in thous.) and the unemployment rate in the Opolskie Voivodeship and in Poland (in %) in the years 1998–2012 by months



Source: Own elaboration based on data from the Central Statistical Office in Warsaw.

Considerably differentiated labour market in terms of spatial dimension is another constant feature of the region. The problem is conditioned by social (for example share of indigenous people), economic, and infrastructure phenomena.

## Opolskie Voivodeship has a significant potential in the field of higher education

There are 6 higher education institutions operating in the region: Opole University, Opole University of Technology, State Medical Vocational College in Opole, School of Higher Vocational Education in Nysa, Academy of Management and Administration in Opole, Academy of Humanities and Economics in Brzeg. In the region there are also subsidiary of several higher education institutions (including three colleges of economics) with their seats outside the Opolskie Voivodeship. These are: Department of the Bogdan Jański Academy in Opole and Department of WBS School of Banking in Opole.

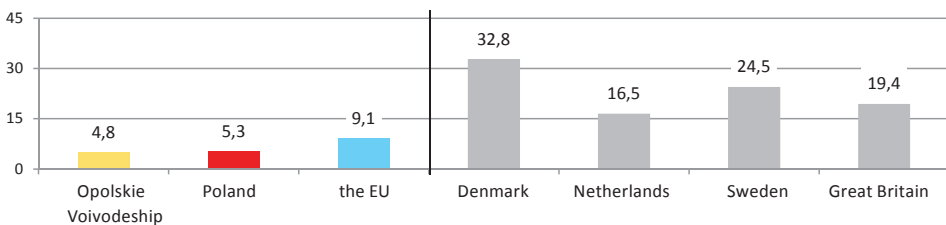
Opole region higher education institutions have a diverse offer of education, which makes the region attractive for a broad group of young people, both residing in the region and those from outside the voivodeship. A number of students at Opole region higher education institutions has considerably increased over the last several years. In the first year of transformation (1990/1991) in the Opolskie Voivodeship about 7.4 thousand people studied, currently the number is several times higher (about 40 thousand people). In 2010 most people studied in the field of pedagogics (8.0 thousand), economics and administration (6.8 thousand), sociology (5.7 thousand) and medicine (3.7 thousand) and humanities (3.4 thousand). Technical subjects are definitely not most popular. In 2010, 2.1 thousand people studied engineering and technical subjects, 1.9 thousand – architecture and construction, and only 1.5 thousand people – IT. It should be added that large part of the Voivodeship residents choose studies

outside the region, especially in Wrocław. A number of people who continue their education at postgraduate or doctoral studies is also systematically rising.

## Share of inhabitants participating in lifelong learning is low

Participation in various forms of lifelong education undoubtedly increases the opportunities in the labour market. Attaining new qualifications, raising education level or acquiring new skills affect the obtaining or maintaining job or running one's own business. However, the main problem of the Polish – and even more Opole region – learning system is a low share of people aged 25–64 participating in formal education. According to Eurostat data, in 2010 only 5.3% of the Polish population of that group participated in forms of lifelong learning, which places our country very low in the European Union. Against this background, the situation of the Opolskie Voivodeship is even worse, for which the rate was about 4.8% (Chart 18).

**Chart 18.** Share of people aged 25–64 participating in lifelong learning in the Opolskie Voivodeship, Poland and selected countries in 2010 (in %)



Source: Own elaboration based on Eurostat data

Educational aspiration of residents of the Opolskie Voivodeship are high, however they do not fully match the needs reported by employers.

Research conducted by the Central Statistical Office<sup>54</sup> indicates that in 1995–2010 a number of people with higher education increased in the Opolskie Voivodeship by over 100%, with a sharp decline in a number of residents with lower secondary education and primary education. Despite the fact that a university degree or completion of the most attractive field of study do not guarantee obtaining and maintaining a job, higher qualifications increase one's job prospects. Among the unemployed in the Opolskie Voivodeship, people with higher education represent the smallest share (9.3%), while those with vocational and primary or incomplete primary education constitute the largest share<sup>55</sup>. However, some courses, including those at higher education institutions, do not match the needs of the labour market, what results in the fact that part of graduates has difficulties in finding job appropriate to their profession. In addition, as indicated by some experts, it is characteristic that part of Opole region higher education institutions “teaches for outside of the region”. Results of national surveys show that students believe that Polish higher education institutions do not prepare well for the future professional duties. After graduation, they lack the knowledge and tools that would

<sup>54</sup> BAEL data (Labour Force Survey data).

<sup>55</sup> Status as at the end of the 2nd quarter of 2011.

prepare them for work. According to more than 56% of the respondents, Polish higher education institutions very poorly or rather poorly prepare students for their future duties<sup>56</sup>.

Results of the “Study of the employers’ needs in the context of secondary and higher education offer” show that the problem lies not in the fact that there is no labour supply, but that people ready to work have qualifications other than expected. Even if they have skills needed by the employers, often their level is inadequate. Specific skills are concerned here, such as ability to work in group and communicativeness. Graduates often cannot use their knowledge in practice. Immaturity of the students is visible, often persisting even in colleges and universities, and even more over the course of employment with the employer<sup>57</sup>.

General opinions on regional education at secondary and tertiary levels, assessed from the point of view of the needs and expectations of the economy and the labour market, expressed by the representatives of economic entities and their associations, were clearly dominated by the view that the practical training and inadequate preparation for a profession are the weaknesses of the education system. Overload of curriculum with theoretical knowledge, regarded by the employers as useless in everyday professional practice, and lack of good professional training are also indicated<sup>58</sup>.

Complex and growing problem of structural mismatches in the labour market can also be expressed differently, stating that economic development that involves a change in the structure of jobs available does not keep up with changing job preferences of young people. It can be also seen from the other side – the youth choose professions they would like to do, and not those which they could possibly do<sup>59</sup>.

## Institutional potential of the Opolskie Voivodeship is high

It is important to achieve a sufficiently high quality of the activities of the institutional sphere. Well-functioning public institutions, especially self-government institutions, are among the factors contributing to regional development. According to a study conducted by the Institute for Economy Market Research, regions of western Poland were characterized by much higher levels of institutional efficiency in specific areas of activities of the territorial self-government<sup>60</sup>. In the study, administrations of the Opolskie, Śląskie and West Pomerania Voivodeships were assessed as the most efficient<sup>61</sup>.

As results of the study conducted in 2010 show, the Opolskie Voivodeship was assessed as the best in terms of the quality of services provided by local administration<sup>62</sup>. However, in the opinion of the Opole region entrepreneurs, nuisance level of economic activity controls is higher in the region than the average in the country. As results of another study indicate,

<sup>56</sup> *First steps in the labour market. National survey of students and graduate*, Deloitte and The Chair of the Human Capital Development at Warsaw School of Economics, Warsaw 2010, photocopied material.

<sup>57</sup> J. Żurawska, *Study of the needs of employers in the context of the offer of the education system at secondary and tertiary levels*, Academy of Management and Administration in Opole, Opole 2009, pp. 81–82, 139–140.

<sup>58</sup> *Ibid*, p. 55.

<sup>59</sup> R. Jończy, *Economic international migrations from the Opolskie Voivodeship in 2008–2010...*, op. cit., p. 105.

<sup>60</sup> The authors developed a set of indicators describing the institutional capacity in seven self-government areas of activity: quality of service in the office, honesty in administration’s proceedings, ability to take innovative actions, quality of planning and financial management, quality of adopted legislation, political stability and economic development policy.

<sup>61</sup> *Regional development in Poland. Report 2009*, Ministry of Regional Development, Warsaw, May 2009, pp. 153–154.

<sup>62</sup> Acc. to: *Report of the situation of micro and small businesses in 2010*, Bank Pekao SA, PBS DGA Sp. z o.o., Warsaw 2010, p. 59.

residents of the Opolskie Voivodeship increasingly expect that the majority of their interactions with public entities take place via the Internet. This attitude is influenced to a great extent by processes occurring in other socio-economic life areas, in particular in the market services sector (Internet shopping, on-line banking). Many people expect the similar facilities of public entities<sup>63</sup>.

Given the impact of the structural funds for socio-economic development of regions, efficiency in spending of EU funds is an important element of the institutional effectiveness. The Opolskie Voivodeship best met the requirements of the Ministry of Regional Development within the National Performance Reserve, which helped mobilise additional resources for the region. The leading factor of success, directly influencing a favourable outcome was the efficiency of regional institutions.

## Opolskie Voivodeship has a number of spatial characteristics determining development potential of the region

Opolskie Voivodeship has a number of characteristics, including physical and geographical ones, determining development potential of the region (Map 5). It has a compact territory with a capital at the centre and evenly arranged poviats centres, providing better transport links to all parts of the voivodeship, good accessibility of urban centres and good management of the region.

Region is characterised by relatively little varied topography – 80% of the voivodeship is covered by lowland, located less than 200 meters above sea level (extensive Silesian Lowland), followed by 19.5% of uplands to 500 meters above sea level, and mountain areas above 500 meters above sea level occupying only 0.5% of its area.

Settlement network is characterised by a dominance of small cities, with less than 10 thousand residents, as well as the compact nature of rural settlement and the highest level of urbanization in rural areas in the country.

Main spatial feature of the voivodeship is diversity of natural conditions. Centrally extending the vast Odra valley is the main regional spatial structure, dividing the voivodeship into the south-western part of better soil conditions and the north-eastern part with larger forest cover. The Odra valley being a significant transport barrier is however the main ecological axis of key importance in the national and European system of natural areas, concentrating the main socio-economic potential (Opole agglomeration, two sub-regional centres: Kędzierzyn-Koźle and Brzeg).

In term of functionality, a concentration of urbanised and industrialised areas is visible in the central and eastern parts, with a domination of agricultural functions at the remaining areas of the voivodeship.

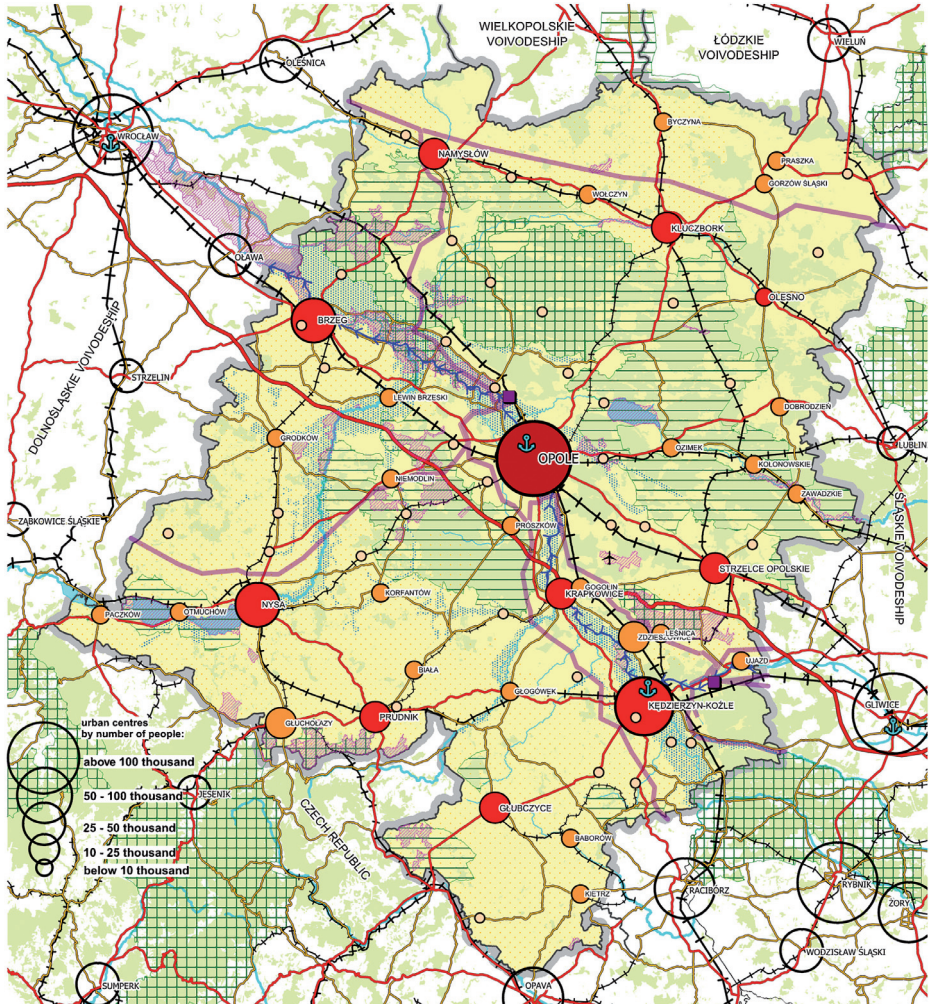
Areas at risk of flooding, including in particular the Odra and Nysa Kłodzka valleys and their left- and right-hand tributaries constitute a barrier to an unlimited space development.

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<sup>63</sup> Analyses show that access to the Internet in the Opolskie Voivodeship is satisfactory, except for a few towns which were covered by a project carried out in the framework of the -Measure 8.4 Innovative Economy OP Providing access to the Internet (at the “last mile” stage). Lack of fibre optic backbone network is not a main problem, as it is present in all gminas, but inadequate “last mile” infrastructure or its unsatisfactory condition, making it impossible to connect all concerned to the network.



**Map 5. Spatial determinants of Opolskie Voivodeship**



**ENVIRONMENTAL CONDITIONS**

- forests
- surface water
- agricultural land (of the highest agricultural quality of production area)
- Natura 2000 sites
- landscape parks
- protected landscape areas
- flood hazard areas

**SOCIAL-ECONOMIC CONDITIONS**

- voivodeship centre
- poviat centre
- local centre
- gmina villages

**TECHNICAL INFRASTRUCTURE**

- main energy source of the national energy system
- main energy corridors

**TRANSPORTATION**

- motorway
- national roads
- voivodeship roads
- main railway lines
- primary railway lines
- secondary railway lines
- Odra Waterway
- inland ports
- potential airport

Source: Own elaborations based on the *Spatial Development Plan of the Opolskie Voivodeship*, Opolskie Voivodeship Marshal's Office, Opole 2010.

Pan-European Transport Corridor III on the TEN-T network passing through central part of the voivodeship is its important feature (asset), providing functional and spatial relationship with the surrounding areas. The region is located on the intersection of the above mentioned

corridor and transport channel linking southern Europe and Scandinavia, running through the Moravian Gate, including the Odra river and the Gliwice Canal which reaches a wide railway tracks.

## Opolskie Voivodeship is a region with a diverse potential of natural resources and environmental quality

Opolskie Voivodeship is a region with a diverse potential of natural resources and environmental quality. Potentials contained in natural resources are development assets of the voivodeship but in many cases they may be a natural barrier, limiting opportunities for the development (e.g. areas of high natural and landscape values, protection of water resources, raw material extraction, flood hazards, etc.). The key environmental determinants of the voivodeship development include:

- soil potential, with the rate of indexation of agricultural production of 81.6 points (Poland 66.6 points), which combined with high productivity of agricultural production perpetuates the voivodeship's status as an important agricultural region in the country;
- considerable on a national scale mineral resources of diverse quality, covering, as at 31 December 2011, 264<sup>64</sup> documented mineral deposits;
- groundwater resources adequate to the needs of the voivodeship's economy;
- accumulation of groundwater within 13 major underground water reservoir areas (GZWP) and in the Quaternary fossil valleys. The most valuable aquifer structures of strategic importance for the region include Opole – Zawadzkie Triassic basin (GZWP 333). Combined with the protection river basins of Nysa Kłodzka and Oława, as well as sanitation basin of Turawskie Lake, they are the strategic areas of water resources protection in the voivodeship;
- unevenly developed hydrographic network of the Upper Odra drainage basin characterised by water resources lower by approx. 30% than resources of Upper Vistula basin, thereby Odra river passing through the Opolskie Voivodeship is one of the least rich in water rivers of the Central Europe. Nonetheless, the surface resources of the basin together with a reserve meet the current demand of industry and municipal services for surface water (with the exception of industries requiring high quality water). Unevenly distributed hydrographic network and insufficient retentive capacities, also for agricultural purposes, require a number of interventions, such as increasing natural and artificial retention;
- significant biodiversity and diversity of nature and landscape values of the voivodeship, expressed as a number and area of legally protected formations, as of 31 August 2012, which amounted to 844 objects. Carried out since the beginning of 2000, the work aimed to determine elements of the European ecological network Natura 2000 in the country ended with the creation of four natural refuges (Grądy Odrzańskie, Turawskie Lake, Nysa Reservoir, Otmuchów Reservoir) and indication of another 19 refuges to be covered with the protection. Natural areas with existing internal and external linkages are an important part of the national natural system;

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<sup>64</sup> As at 31.12.2011 74 deposits are subject to current exploitation, the remaining 190 are unexploited deposits of varying degrees of documentation, periodically exploited or abandoned. The most exploited groups of deposits include natural aggregates (44), crushed and block stones (12) and clay raw materials for construction ceramics (7).



- forest areas covering approximately 26.5% of the voivodeship area (national average 29.1%) are not only an important asset for the development of tourism and recreation, but also ensure the development potential of the wood industry and wood-raw-material-based industry;
- potential resources of renewable energy, in particular biomass, waterways, wind energy and solar energy, helping to achieve a significant amount of the energy from modern energy sources and implementation of international commitments by the state.

Use of the development strengths, stemming from the natural resources and cultural landscapes, is limited by the current qualitative and quantitative condition of individual components as a consequence of processes and socio-economic phenomena occurring on its territory. In many cases this condition is a significant barrier to the development:

- high level of soil acidification in the region (over 80%) and water scarcity and soil erosion occurring in the area limit the optimal use of land or cause its depletion;
- poor quality of groundwater – in the voivodeship there is no 1st class water, and only 17% met the criteria for drinking water<sup>65</sup>;
- poor quality of surface waters constitutes a major obstacle to the development of recreation and tourism, particularly in the most attractive and best equipped with the tourism infrastructure areas of the voivodeship<sup>66</sup>;
- continuous decline in biodiversity of the voivodeship, despite the legal protection of about 27.2% of its area;
- highest damage rate of tree stands (94.4%) as a result of pollution of air with dust and gas. Low damage dominates but in the group of the most severely damaged (34%) and damaged trees, calculated in relation to all tree species (25%) the share is the highest in the country<sup>67</sup>. This is a consequence of the location of the Opolskie Voivodeship in the area of the greatest risks of greenhouse gas and dust emissions in the country, as well as abnormal species structure of forests;
- air quality assessment (health protection criterion)<sup>68</sup> shows that limit values are exceeded in the entire voivodeship (PM10, PM2,5, benzo(a) pyrene) and actions to improve air quality are required;
- risk of periodical flooding in the Odra basin and its tributaries. Investment activity conducted in the last decade reduced this risk, however, implementation of several key investments is required as well as decisive action related to the retention of water in the basin Retention ability rate is at one of the lowest levels in Europe.

## Opolskie Voivodeship is an intra-metropolitan region, neighbouring to Czech Republic

Opolskie Voivodeship as an intra-metropolitan region, basing its development on the medium-size urban agglomeration, is at special risk of accumulation of negative effects of concentrated growth. On a one hand there is an intensive outflow of relatively scarce resources to relatively close and attractive metropolitan areas, on the other hand, Opole is

<sup>65</sup> *State of the environment in the Opolskie Voivodeship in 2009*, Voivodeship Inspectorate of Environmental Protection in Opole, Opole 2010.

<sup>66</sup> Waters of Turawskie Lake, Otmuchowskie Lake and Nyskie Lake, did not meet criteria for bathing in some water testings.

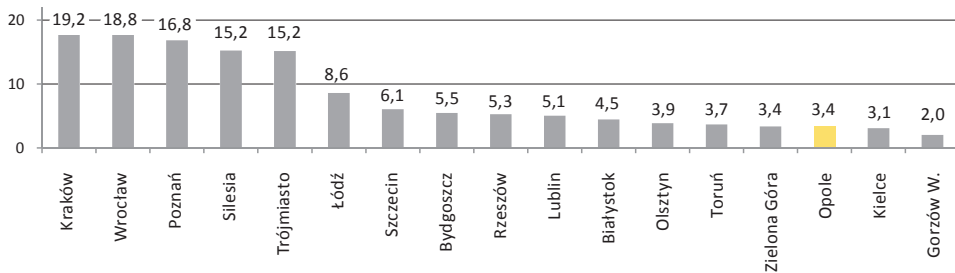
<sup>67</sup> *Health status of Polish forest in 2009*, the National Environmental Monitoring, 2010.

<sup>68</sup> *State of the environment in the Opolskie Voivodeship in 2009*, Voivodeship Inspectorate of Environmental Protection in Opole, Opole 2012.

very often omitted when selecting localisation of institutions of economic, social, political and organisational importance. From the point of view of the whole region, the direction of change accelerates the depreciation of the development potential of other urban centres and hinders the absorption of growth factors.

External expert analysis<sup>69</sup> of the metropolitan power of cities indicate that the Opole occupies a position before Kielce and Gorzów Wielkopolski (Chart 19). According to the authors of the study, the metropolitan power causes that the city transforms into a metropolis and functions as a metropolis, which means that it not only can use its own resources but also can attract the capital of the highest quality, ideas and people from the outside, transform them into the highest quality solutions and exchange them with other metropolises<sup>70</sup>.

**Chart 19.** Indicator of metropolitan strength of cities in 2010 (metropolitan strength of Warsaw=100)



Source: Own elaboration based on Nordea Metrox.

In the context of inter-metropolitan location of the Opolskie Voivodeship, the issue of commuting is important. As study of the Central Statistical Office showed, in 2010 the scale of commuting to work in other voivodeships, measured by a number of employees who leave their place of residence to work in another voivodeship in relation to a number of employees residing in a given voivodeship varied spatially and ranged from 0.7% in the Mazowieckie Voivodeship to 4.7% in the Opolskie Voivodeship<sup>71</sup>. It means that among all working residents of the Opolskie Voivodeship, excluding those working outside the country, approximately every 21 working person crossed the administrative border of the Voivodeship. The country's average rate was more than twice as high as this<sup>72</sup>. Cartographic analysis shows that the commuting applies mainly to the Dolnośląskie and Śląskie voivodeships<sup>73</sup>.

Opolskie Voivodeship is also the border region – in the south there is the state boundary with the Czech Republic, including the two regions: the Olomouc Region and the Moravian-Silesian Region. The border runs mainly in the mountain and foothill areas. Only minor part has been drawn based on natural geographical barriers. The network of cross-border relations consist of socio-economic, infrastructural and ecological areas – including within existing Euroregions and projects implemented under the cross-border cooperation opera-

<sup>69</sup> 3rd ranking of the metropolitan level of Polish cities, Nordea Metrox, 2010.

<sup>70</sup> Ibid.

<sup>71</sup> *Commuting to work in 2010 based on BAEL*, material for the press conference on 22 December 2011, Central Statistical Office in Warsaw, Warsaw 2011, photocopied material.

<sup>72</sup> Due to the representative nature of the study, these figures should be regarded as an estimate of the size of the phenomenon.

<sup>73</sup> See P. Śleszyński, *Directions of commuting*, [in:] Central Statistical Office, Polish Statistical Association, *Statistical News* (November 2012), Warsaw 2012, pp. 59–75.

tional programme. Although the geographical barriers in this area are not as important as in the other regions, ties which were created in the processes of historical development of the border area are not numerous and significant, in particular in the field of technical and transport infrastructure. This condition is not only a result of difficulties in implementing infrastructure in the mountain and foothill areas, but mostly due to the modest needs in this respect (for many decades, investment focused on connecting the peripheral areas with the region and country centre).

Some socio-economic indicators are more favourable on the Czech side, which at the regional level is reflected, among others, in higher GDP per capita (in purchasing power parity), more favourable demographic processes and labour market conditions (higher economic activity of inhabitants, higher employment rates, lower unemployment rate).

### Urban settlement subsystem is formed by 35 settlement units of various sizes and socio-economic functions. 52% of the region population lives in cities

As at the end of March 2011 urban population represented slightly over a half of the total inhabitants of the Opolskie Voivodeship – 532.2 thousand, i.e. 52.4%. Compared to the national average (60.8%), the level of urbanization in the Opole Region is much lower, especially in relation to the neighboring regions. Although the network of cities in the Opolskie Voivodeship is relatively dense (3.7 cities per 1000 km<sup>2</sup>, whereas in eastern voivodeships, such as Lubelskie only 1.7, and Podlaskie – 1.9), the low level of urbanisation is determined by a domination of the structure of small towns – below 10 thousand inhabitants.

Urban settlement subsystem of the region is formed by 35 settlement units of various sizes and socio-economic functions. Generally, due to the size expressed in the number of inhabitants, the city network of the voivodeship is among the smallest in the country. In the total number of cities 23 are small towns up to 10 thousand residents; 8 cities of 10–25 thousand inhabitants; 2 urban centres with 25–50 residents; 1 city with 50–100 thousand inhabitants; above 100 thousand inhabitants – 1 city.

Cities in the region are distributed unevenly, with the exception of the area of Stobrowsko-Turawskie Woods. Generally, the settlement network is of a polycentric nature, focused in many centres.

Approximately 60% of the urban population (about 317 thousand people) lives in six cities of the voivodeship: Opole, Kędzierzyn-Koźle, Nysa, Brzeg, Kluczbork and Prudnik. The remaining 40% lives in 29 medium-sized towns (with less than 20 thousand inhabitants) as well as small, the smallest of which are Ujazd and Korfantów.

A characteristic feature of modern cities is their complex spatial, social and economic structure. In the tissue of urban organisms areas, special attention should be paid to those areas where accumulation of negative phenomena takes place. Characteristic for these areas – high unemployment rate, low economic activity, higher concentration of pathological phenomena cause that even basic social needs in these areas are not being met adequately. Social inequality is increasingly visible – the existence of poverty, pathology and risk of crime next to areas inhabited by wealthy people with stable social status. Due to the high importance of the issue of degraded and neglected areas for the existence and development of cities, in the spatial structures of many cities of the Opolskie Voivodeship particular importance is attached to the needs of reviving these areas in terms of social and economic development. Degraded areas in the bodies of cities of the Opolskie Voivodeship are:

- brownfield sites as a result of the decline of traditional industries,

- areas of a derelict neighbourhoods and factory districts,
- areas of blocks of flats especially in the largest cities of the region represent a considerable share in the housing stock. Blocks of flats built in the period of real socialism economy are gradually being degraded. Buildings of this period show features of substandard buildings, characterized by high operating costs, significant technical and social consumption,
- post-military areas,
- former mining areas, especially numerous excavation voids in Opole.

Simultaneously, restoration of the former significance of the city centres neglected over many decades poses an important problem, particularly in terms of their cultural values (these are historic, old town urban systems – evidence of history, culture and achievements determining the identity of the city) as well as restoration of the importance of centre-forming functions, integrating local communities.

*Opolskie Voivodeship Spatial Development Plan*<sup>74</sup> indicates 30 cities with well-preserved historic urban systems, 25 of which are registered in the register of monuments: Baborów, Biała, Brzeg, Byczyna, Dobrodzień, Głogówek, Głubczyce, Głuchołazy, Gorzów Śląski, Grodków, Kędzierzyn-Koźle, Kietrz, Kluczbork, Krapkowice, Leśnica, Lewin Brzeski, Namysłów, Niemodlin, Nysa, Opole, Otmuchów, Paczków, Prudnik, Strzelce Opole, Wołczyn and Ujazd, the remaining are: Gorzów Śląski, Korfantów, Olesno, Praszka, Prószków.

The highest concentration of degraded or neglected areas is in the largest cities of the region, such as: Opole, Kędzierzyn-Koźle, Nysa, Brzeg, Prudnik, Kluczbork, Strzelce Opole.

### Important distinguishing feature of the Opolskie Voivodeship are rural areas which constitute an important factor in the region's growth

Rural areas<sup>75</sup> represent about 92% of the voivodeship area, the rural population amount to almost half a million people, accounting for approximately 48% of the total population of the region – in terms of the total number of inhabitants of the voivodeship it holds 5th position in the country (rural population in Poland constitutes approximately 39% of the society). On average, one village in the voivodeship is inhabited by 414 people compared to 274 on average in the country. Opole region village is distinguished by the spatial order, aesthetics and beauty of rural landscape interiors and a relatively high standard of public space, individual housing and utility buildings. The Opole region as one of few in Poland shapes its image, exposing the village, among others, through conducted since 1997 the Renewal Programme of Opole Region Village, which is the largest and the longest running regional programme of activation of local community in Poland. In addition, under the programme a methodology of building development strategy at the village level was first implemented. Number of villages reported to the programme in 2011 increased to 676, which represents approximately 65% of the villages of the voivodeship<sup>76</sup>.

Average dwelling area in the countryside in the Opolskie Voivodeship is 94.9 m<sup>2</sup> against 87.2m<sup>2</sup> on average in the country. Equipment of the Opole region village in water supply installations should be assessed as extremely favourable, however there is a considerable deficiency in terms of the gas installation (from the network) less than 3% of the apartments

<sup>74</sup> Adopted by the Resolution No XLVIII/505/2010 of the Sejmik of the the Opolskie Voivodeship of 28 September 2010 on the *adoption of the amendments to the Opolskie Voivodeship Spatial Development Plan*.

<sup>75</sup> Section on the rural areas was developed based on the data from Rural areas in *Poland Central Statistical Office*, Warsaw, Olsztyn 2011 and the Local Data Bank, unless otherwise indicated.

<sup>76</sup> As of 6 April 2011.

have access to the gas against more than 20% on average in the country. Data shows that more than 29% of the population of Opole region village is connected to wastewater treatment plants, the percentage is higher than the national average (27%)<sup>77</sup>. In 2003, this share was more than half the size.

Most of the rural population is employed in agriculture (56%), more than 22% of it works in the service sector, and 21% – in the industry and the construction sector<sup>78</sup>. This structure is not significantly different from the structure of employment in rural areas in Poland.

Transport links play the decisive role in the functional relationships, providing efficient access to labour markets, goods and services.

Reachability expressed in time of commuting, especially to the main growth pole – the city of Opole, is the indicator of territorial cohesion. Measurement<sup>79</sup> of the actual journey time by car performed in 2011 indicated that the central location of region's capital, the size and shape of the border of the voivodeship and the dominant east-west direction in the roads network system cause that the most of the region's population (77.1%) lives within 60min. isochrone and that inhabitants of southern and northern ends of the Opolskie Voivodeship which lie outside the main transport corridors and are supported by the low category of road (map 6) are in the least advantageous situation in terms of access to Opole (travel time > 90 min.)

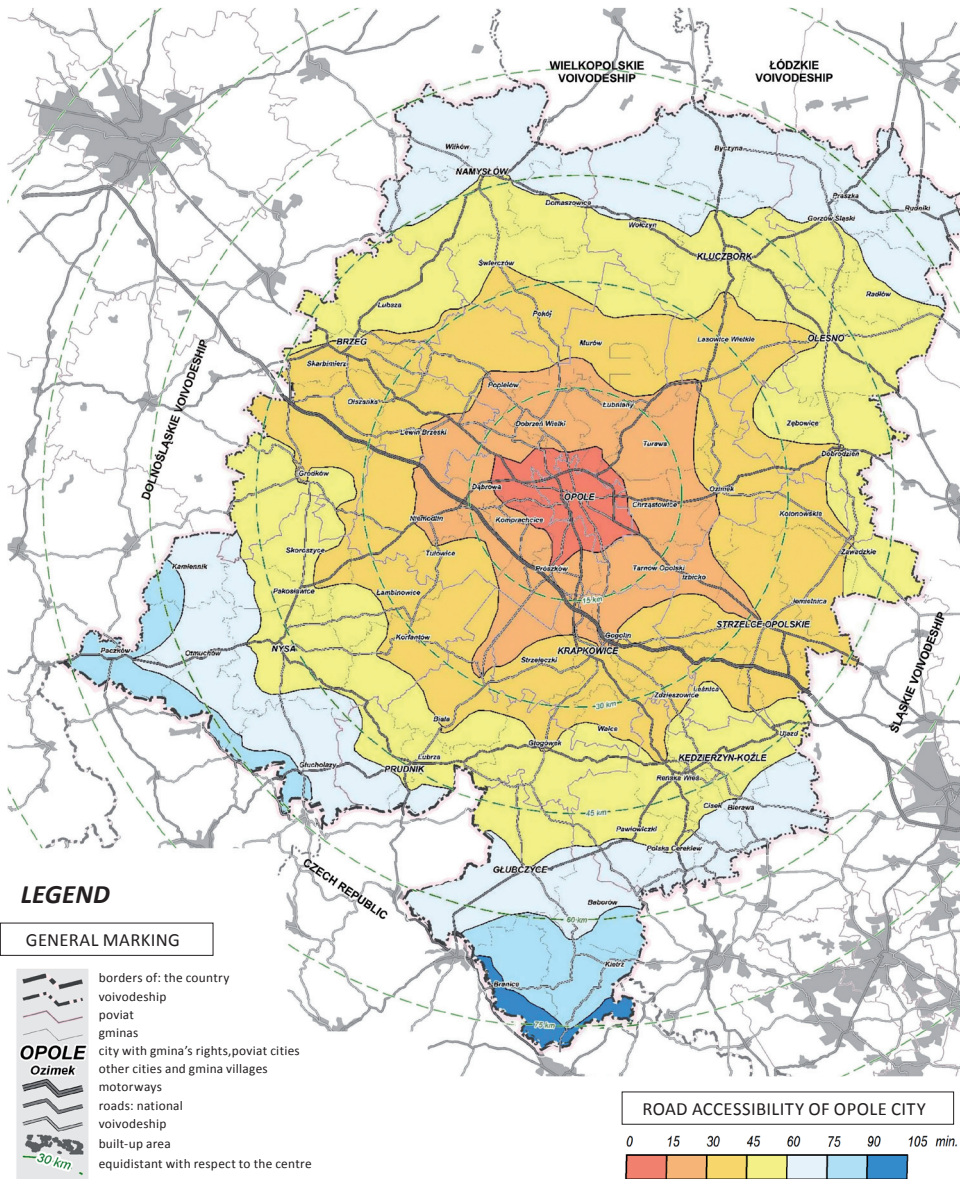
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<sup>77</sup> In 2010, the wastewater treatment plants were used by 33.8% of rural residents (5th in the country) compared to 28.9% in the country.

<sup>78</sup> According to the actual place of work and the type of activity without economic entities employing up to 9 people; with the working on farms in agriculture (estimation).

<sup>79</sup> Own study of the Opolskie Voivodeship Marshal's Office.

Map 6. Road accessibility of Opole city in 2011



Source: Own study based on *Transport accessibility of major cities of the Opolskie Voivodeship*, the Opolskie Voivodeship Marshal's Office, Opole 2012, Figure no. 2.

Despite an extensive rail network, due to the restrictions on certain lines (abandonment or suspension of passenger services on the lines of secondary and local importance), the railway availability of Opole, particularly in north-south direction is unsatisfactory. System and the importance of the railway lines in the Opolskie Voivodeship causes that the most advantageous situation regarding railway accessibility applies to areas along the main railway



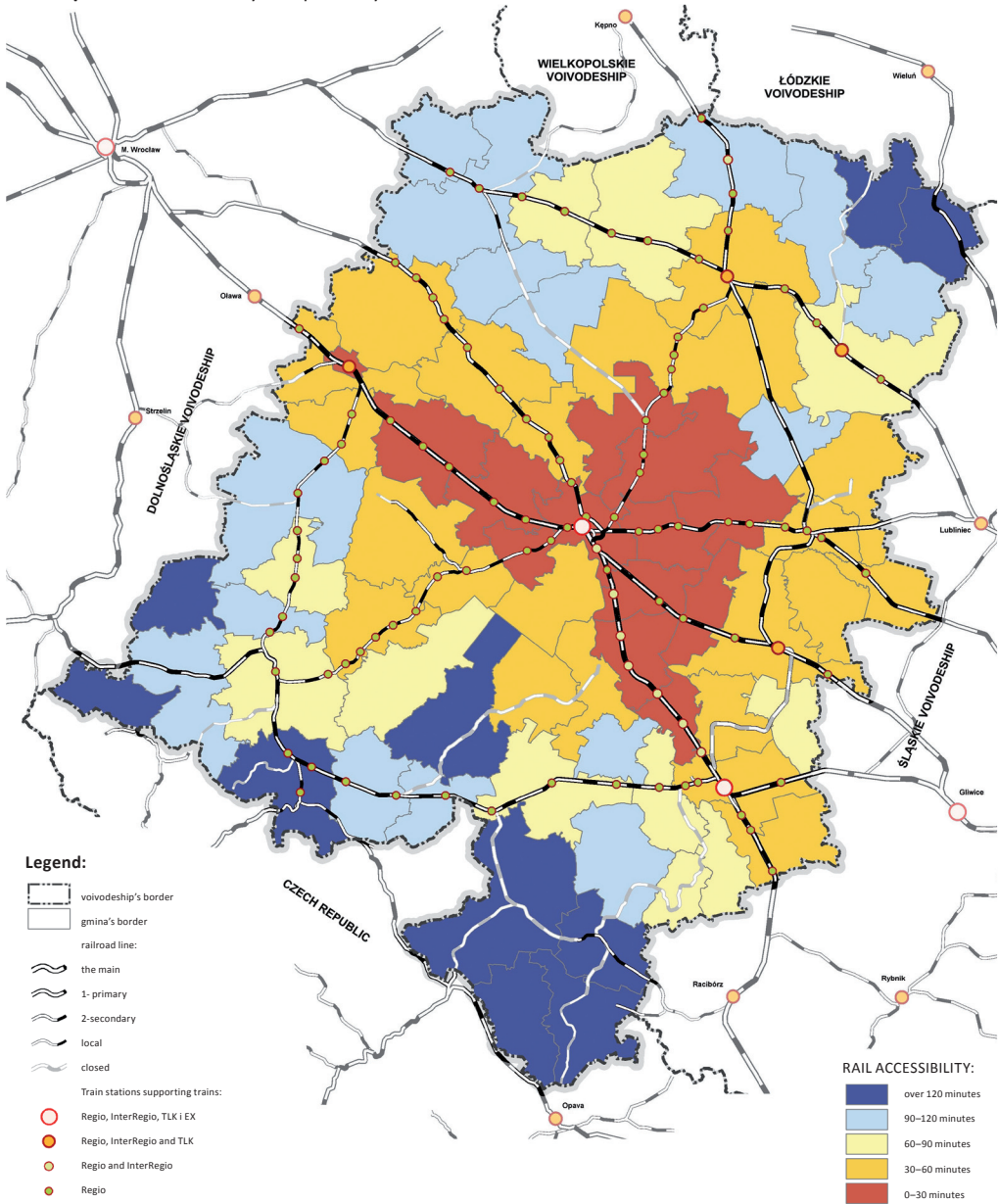
lines where trains run the most frequently. These are lines connecting the east and the west, between Kędzierzyn-Koźle, Opole and Brzeg. Central part of the voivodeship can be reached within no more than 30 minutes, covering the city of Opole and areas along the main railway lines, i.e. no. 132 running to Wrocław and Katowice, line no. 136 to Kędzierzyn-Koźle and line no. 61 to Częstochowa. The area is inhabited by 288.5 thousand people<sup>80</sup>, which accounts for 28% of all inhabitants of the Opolskie Voivodeship. While 313.5 thousand people, i.e. 30.5% of the total population lives in the area within 1 hour's journey. Poor rail connection to Opole, exceeding 90 min., is in a northern and southern part of the Voivodeship with the least favourable situation – journey to Opole takes more than 120 minutes – in Głubczyce powiat and at outpost of Nysa powiat (Kamiennik, Paczków and Głuchołazy gminas) and Olesno powiat (Praszka and Rudniki gminas). This area is inhabited by 124.9 thousand people, which represents 12.1% of the total number of the region's population (Map 7.).

A relatively dense network of roads and railroad lines in the Opolskie Voivodeship in its present state, however, does not contribute to the strengthening of the functional links, both within the region and with external areas. This is determined by the insufficient number of motorway junctions, particularly in the area of Opole, lack of efficient connections to the north-south providing the Poland-Czech border area and the northern part of the voivodeship good availability of Opole agglomeration and inclusion in supra-regional transport systems, including the Czech Republic with using the former freight border crossing in Trzebinia, lack of clear connection of the agglomeration with Warsaw, insufficient number of road crossings on the Odra river – necessary for the internal cohesion of the region and the development of its main urban areas, lack of integrated communication systems, poor transport infrastructure and its mismatch to contemporary requirements, but also lack of solutions for public transport. As a result of these shortcomings and inadequacies, the multi-dimensional functional integration of areas and increase in the development potential of the region are hindered.

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<sup>80</sup> Data as of 2010.

Map 7. Rail accessibility of Opole city in 2011



**Notes:** Methodology used to determine journey time to Opole by rail also covers the cases of gminas not supported by passenger rail services, for journey time by car to the nearest train station is taken into consideration, but no longer than 20 minutes, taking into account the time needed to change trains (10 min.)

Source: Own study based on *Transport accessibility of major cities of the Opolskie Voivodeship*, Opolskie Voivodeship Marshal's Office, Opole 2012, Figure no. 21.



## Opolskie Voivodeship is a competitive region

Opolskie Voivodeship is a region of increasing competitiveness, distinguished by specific group of social, economic and spatial characteristics.

Living conditions in the Opolskie Voivodeship are among the best in the country, the region stands out in terms of the high standard of living of households and the level of satisfying material needs. One of the important factors affecting the high level of the material realm are international migrations. Persistence and considerable quantitative dimension of international migration significantly shaped the regional community, while strengthening the multicultural nature of the region resulting from the cultural diversity of its people and integration processes. Inhabitants of the Opolskie Voivodeship are open, economically active and mobile.

Opolskie Voivodeship's economy is characterized by diversified industrial structure, in which the following industries occupy an important competitive position: chemical (basic chemicals, household chemicals), building materials (cement and lime industry, concrete products, plaster products, manufacture of glass and glass products), agri-food (processing of fruit and vegetables, dairy products and confectionery), fuel and energy industry (coke industry, the production of electricity) and machine-metal industry (manufacture of machinery and equipment, manufacture of basic metals and fabricated metal products). Mining and extractive industries based on mineral resources also stand out.

Advantageous position in the social and economic sphere is accompanied by the highest level of service quality in Poland, confirmed by the results of a nationwide survey of consumer behaviour conducted by the Service Quality Programme<sup>81</sup>. These results correspond with other studies, which indicated the high quality of services provided to entrepreneurs by the local administration.

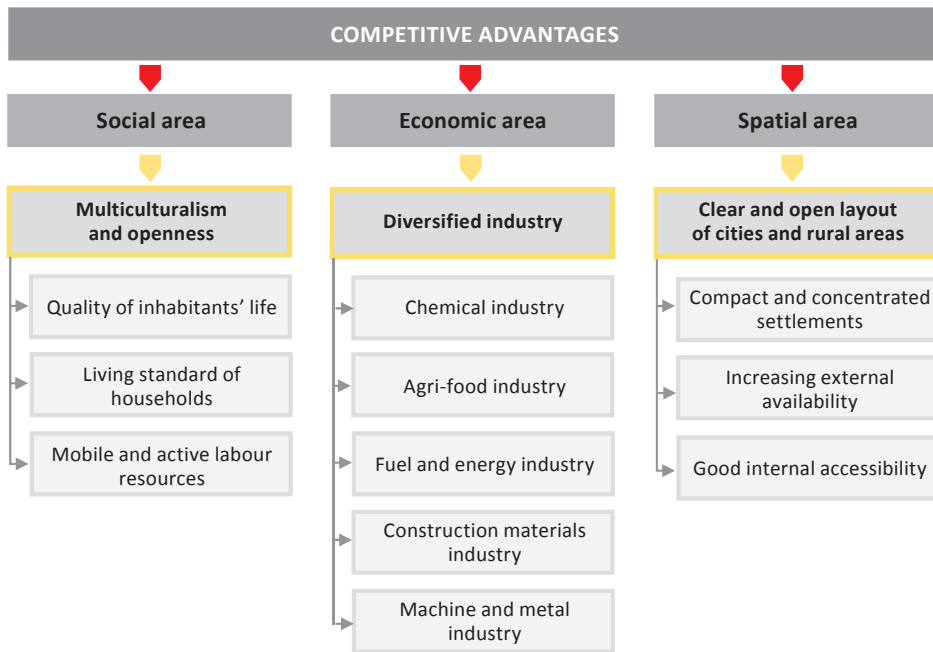
Regional space is distinguished by clear and open layout of cities and rural areas with the central location of the capital of the region, even distribution of sub-regional, poviats and local centres. Good accessibility of labour market, goods and services is its result. The spatial structure of the Opolskie Voivodeship provides good internal availability. Pan-European Transport Corridor III runs through the region, and covers the following components of the transport infrastructure incorporated into TEN-T network: A4 motorway and E30 and C-E30 railroad lines. This fact makes that internal availability of the Opolskie Voivodeship is also favourably assessed.

To strengthen competitive potential of the Voivodeship, systematic support for each of the areas presented below is needed (Figure 4).

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<sup>81</sup> According to the results for the first half of 2012.

**Figure 4.** Competitive advantages in the Opolskie Voivodeship



Source: Own elaboration.

## 2.2. Territorial dimension

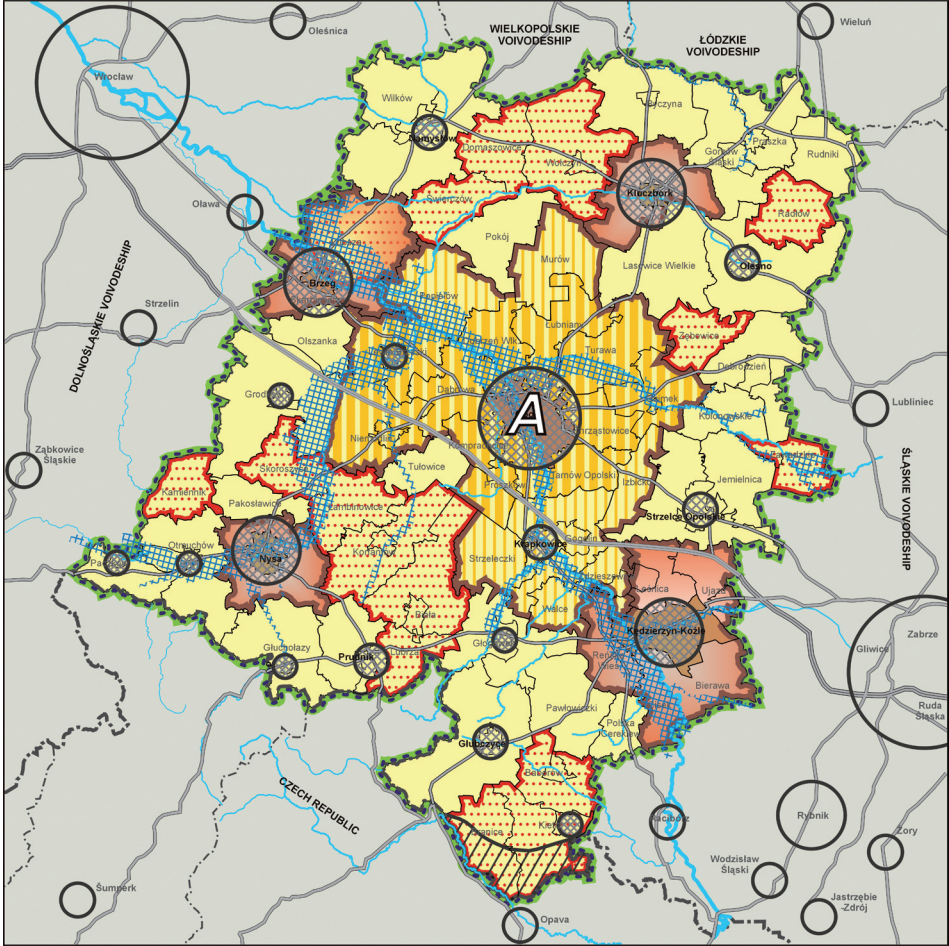
Development policy implemented by the Opolskie Voivodeship until 2020, based on the findings of national and EU strategic documents will use the territorial approach to development issues. Spatial orientation of interventions will allow for the proper use of internal potentials, as well as levelling deficiencies of a given area. Adoption of territorial approach to the development policy pursued will increase the effectiveness of achievement of the development objectives.

Territorial approach takes into account local diversity of the Opolskie Voivodeship, while striving to build a competitive advantage based on the growth areas. Strategic and programme circumstances require to move away from the sectoral implementation of development measures and to introduce an integrated approach to managing the development of the Voivodeship. Increasing the effectiveness of the development policy will depend on the implementation of integrated, comprehensive, territorially oriented projects, carried out by various entities in the region.








Assumptions of the new development policy of the Opolskie Voivodeship are to enhance the competitiveness of the region, as well as to diminish the disparities in the development which will lead to enhance internal cohesion of the Voivodeship.

Key recommendations for a territorial approach are contained in government documents, such as the *National Strategy of Regional Development 2010–2020: Regions, Cities, Rural Areas (NSRD)* and the *National Spatial Development Concept 2030 (NSDC)*.







**Map 8. Growth poles and problem areas**



**Problem area:**

-  Cities requiring restructuring and revitalisation
-  Rural areas requiring support for development processes, including:
-  areas with the most difficult development situation
-  Border area
-  Areas with extremely low transport accessibility
-  Areas at risk of flooding
-  Depopulation area

**Growth poles:**

-  Functional area of the Opole Agglomeration, including:
-  Voivodeship's centre (core)
-  Internal zone
-  External zone
-  Sub-regional centres and their functional areas
-  Core of the functional area of the sub-regional centre

Source: Own elaboration.

Territorial approach adopted in the Opolskie Voivodeship (Map 8) is open and includes the following areas:

- growth poles,
- problem areas.

The growth poles include:

- the voivodeship's centre (Opole) with the functional area (Opole Agglomeration)
- sub-regional centres (Brzeg, Kędzierzyn-Koźle, Kluczbork, Nysa) and their functional areas.

The problem areas include:

- depopulation area (the entire voivodeship with particular emphasis on the Opole sub-region under the proposed NUTS3),
- rural area requiring support for development processes, including those with the most difficult development situation,
- cities requiring restructuring and revitalisation (Opole, 4 sub-regional centres, other poviat cities and cities with more than 5 thous. inhabitants from Nysa sub-region within the postulated NUTS3),
- border areas,
- areas at risk of flooding,
- areas with extremely low transport accessibility

In the territorial system, at NUTS 3 level of statistical units in the Opolskie Voivodeship Nysa sub-region is counted among the areas with the lowest statistical level of socio-economic development in the country. Opole sub-region is characterised by higher depopulation level. Differences existing in the Opolskie Voivodeship require special interventions.

## 2.3. Regional specialisations

One of the key goals of the development policy is to make the full use of the region's potentials in response to challenges set at the national and EU levels.

New approach to the cohesion policy treats regional specialisations, including smart specialisations, as a basis for an increase in competitiveness and innovation capacity of regions. Identification and implementation of regional specialisation, particularly smart specialisation, is based on internal development potentials and advanced technologies.

Smart specialisations are born when innovative solutions in the region pass through all stages of knowledge transfer (research and development, applications in production, dissemination of the economy at regional and supra-regional markets)<sup>82</sup>.

Focusing activities on these areas (branches, sectors and industries) where innovative solutions are used allows for achieving desired benefits for the entire region and provides a basis for gaining of a competitive advantage of the voivodeship.

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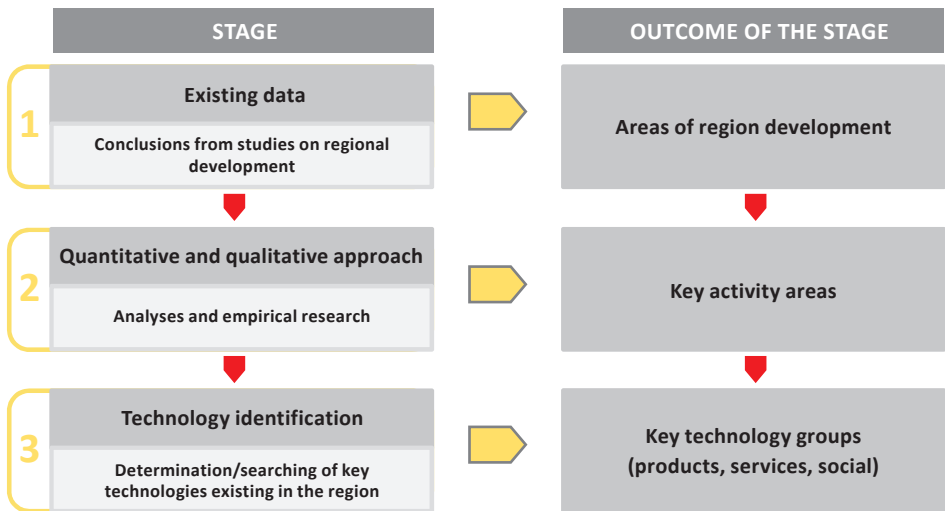
<sup>82</sup> The interpretation of the definition of smart specialisation presented by prof. K. Malik. Definition prepared on the basis of the *European Commission document Research and innovation strategies for smart specialisation*. See: [http://ec.europa.eu/regional\\_policy/sources/docgener/informat/2014/smart\\_specialisation\\_pl.pdf](http://ec.europa.eu/regional_policy/sources/docgener/informat/2014/smart_specialisation_pl.pdf)

## Regional specialisations

To identify regional specialisations of the Opolskie Voivodeship, a process approach was adopted, defining a logical relationship between the socio-economic potential of the region and the technologies that determine the directions of its further development.

Work to determine regional specialisations was divided into three stages including: creation of relevant databases of existing data and information, quantitative and qualitative analysis of collected data, including analysis and empirical studies and the identification of technologies present in the region (Figure 5). Analysing and including results of regional foresight was an important element of the work<sup>83</sup>.

**Figure 5.** Stages of regional specialisation identification, including smart specialisation



Source: Own elaboration based on the results of the work of the Executive Team for the development of *smart specialisation* within the update of the Opolskie Voivodeship Regional Innovation Strategy 2004–2013.

As a result of the conducted work the development areas of the region were identified, which may be deemed key and potentially key regional specialisations. Key and potentially key growth areas: chemical, construction with mineral industry and construction services, machinery and electrical equipment, fuel and energy, agri-food, wood and paper, including furniture, metal and metallurgy, medical and rehabilitation services, tourist services, transport and logistics were the basis for the selection of regional specialisations of the Opolskie Voivodeship (Table 6).

<sup>83</sup> K. Malik (ed.), *The Opolskie Voivodeship as a region of sustainable development – regional foresight 2020. Key research areas and scenario descriptions*, Opole University of Technology, Faculty of Management and Production Engineering, Opole 2008.

**Table 6.** Areas of development in the Opolskie Voivodeship

Scale		Area
Areas of the region development	Areas of major importance for the development of the region	chemical
		construction with mineral industry and construction services
		machinery and electromechanical
		fuel and energy
		agri-food
		wood and paper, including the furniture industry
		metal and metallurgy
	Potentially key areas of development	medical and rehabilitation services
		tourism services
		transport and logistics
		educational services
		light industry
		financial services
		trade

Source: Own elaboration based on the results of the work of Executive team for the *smart specialisation* development within the update of the Regional Innovation Strategy for the Opolskie Voivodeship 2004–2013.

At the next stage of the work those areas of activity in the Opolskie Voivodeship were identified which are carried out under specific key development areas of the region. The aim of the analysis was to provide the basis for the identification of key technologies, which will then allow for the determination of smart specialisations in the Opolskie Voivodeship. Those scopes of activities which are present within potentially key development areas of the region were also analysed (Table 7.)

**Table 7.** Key and potentially key development areas in the Opolskie Voivodeship broken down by areas of activity

Key and potentially key development areas	Activity areas
Chemical	<ul style="list-style-type: none"> <li>chemical industry</li> <li>printing</li> </ul>
Construction with mineral industry and construction services	<ul style="list-style-type: none"> <li>construction materials industry and manufacture for the construction</li> <li>furniture industry and interior design</li> <li>manufacturers of windows and doors and blinds and shutters</li> <li>glass industry</li> <li>construction of steel structures</li> <li>construction services</li> </ul>
Mechanical and electromechanical	<ul style="list-style-type: none"> <li>electrical and electronics industry</li> <li>machine and equipment industry for industrial processes</li> <li>precision industry</li> <li>production for the transport industry</li> </ul>
Fuel and energy	<ul style="list-style-type: none"> <li>energy industry</li> <li>“green” energy and environmental protection</li> </ul>

Key and potentially key development areas	Activity areas
Agri-food	<ul style="list-style-type: none"> <li>• food industry (production and processing of food)</li> <li>• agriculture and agricultural services</li> </ul>
Wood and paper, including the furniture industry	<ul style="list-style-type: none"> <li>• wood industry</li> <li>• paper and packaging industry (paper, glass and plastic)</li> </ul>
Metal and metallurgy	<ul style="list-style-type: none"> <li>• metal and metal processing industry</li> </ul>
Medical and rehabilitation services	<ul style="list-style-type: none"> <li>• innovative healthcare and rehabilitation sector</li> </ul>
Tourism services	<ul style="list-style-type: none"> <li>• spatially integrated tourism regional product</li> </ul>
Transport and logistics	<ul style="list-style-type: none"> <li>• intermodal transport system</li> </ul>

Source: Own elaboration based on the results of the work of Executive team for the *smart specialisation* development within the update of the *Regional Innovation Strategy for the Opolskie Voivodeship 2004–2013*.

## Smart specialisations

In the course of work on identifying smart specialisation of the Opolskie Voivodeship conducted based on an analysis of technological potential and social innovation area, groups of technologies, products and processes having a significant impact on the dynamics of the region's growth were singled out. These solutions permeate many areas of development and provide the basis for the identification of smart specialisation of the Opolskie Voivodeship (Table 8).

**Table 8.** The types of innovative projects, including social innovation of smart specialisation type in the Opolskie Voivodeship

Groups of technologies, products and processes in the development areas	Specification
<b>Chemical technologies</b>	polymers, plastics and rubber technologies
	organic chemical technologies
	cleaning technologies
<b>Construction and wood technologies</b>	low-energy construction technologies
	cement and concrete technologies
	wood technologies
<b>Machine and metal industry technologies</b>	propulsion technologies
	design and manufacture of machines and equipment technologies
	metal technologies
<b>Energy industry technologies</b>	fuel production technologies
	engine technologies
	high-voltage technologies

Groups of technologies, products and processes in the development areas	Specification
<b>Agri-food technologies</b>	Plant production technologies
	Milk processing technologies
<b>Life and environmental science</b>	Health care and physiotherapy products
	Spatially integrated regional tourism product
	Organisational process of environmentally friendly
	intermodal transport system

Source: Own elaboration based on the results of the work of Executive team for the *smart specialisation* development within the update of the Regional Innovation Strategy for the Opolskie Voivodeship 2004–2013.

Determination of current and potential smart specializations Opolskie Voivodeship is a dynamic and complex process requiring continuous updating. This work is developed in the framework of the preparation of the *Regional Innovation Strategy for the Opolskie Voivodeship 2020*.





# SWOT analysis



In the process of developing the Strategy SWOT analysis was used, whereby the key factors influencing socio-economic growth of the Opolskie Voivodeship were identified and arranged in a hierarchy. It was an important diagnostic step supporting the formulation of challenges, strategic objectives and operational objectives.

Within the SWOT analysis factors were classified in four dimensions:

- internal: strengths and weaknesses,
- external: opportunities and threats
- positive: strengths and opportunities,
- negative: weaknesses and threats.

Strengths and weaknesses of the region are those features which currently distinguish it whereas development opportunities and threats are the tendencies and phenomena which result from the environment of the region (Table 9).

**Table 9.** SWOT analysis

Type of a factor	External factors	Internal factors
Positive	STRENGTHS	OPPORTUNITIES
Negative	WEAKNESSES	THREATS

Source: Own elaboration based on K. Obłój, M. Trybuchowski, *Strategic management (in:) Management. Theory and Practice*, collective work edited by A. K. Koźmiński, W. Piotrowski, Wydawnictwo Naukowe PWN, Warsaw 1998, pp. 175–178; J. T. Skrzypek, *Business plan. Best practice model*, Wydawnictwo Poltext, Warsaw 2009, p. 39–40.

When assigning factors to the groups shown in Tables 10 and 11 determiners were not used as the title of the group gives them a positive or negative aspect, i.e. it is strength or weakness.

The identified factors were assigned to the following socio-economic areas (Tables 10 and 11):

- society, labour market, living conditions,
- economy,
- transport accessibility,
- resources, heritage and the environment,
- territorial cohesion.

Assignment of a particular factor to the thematic area does not mean that it is not important in other areas.

The results of the SWOT analysis shows that the actions under the Strategy should address overcoming regional weaknesses to make the best use of developmental opportunities in the region. The analysis, in addition to strategic decisions, helps in the identification of development potentials of the voivodeship, on which competitive advantage is built. Under this new approach to the developmental, the regional policy carried out in the next years will be based mainly on internal potential of a given area, proper use of them should contribute to increasing the competitiveness of the region.

The SWOT analysis and the diagnosis of the socio-economic situation of the Opolskie Voivodeship was subject to the public consultation during a series of meetings in the poviats of the Opolskie Voivodeship<sup>84</sup>. The consultation with the regional community helped to enrich

<sup>84</sup> The participants filled out a questionnaire on the SWOT analysis indicating developmental factors of major importance for the development of the region and providing comments on the SWOT analysis

the content of the both diagnostic materials, and prioritization of the strengths, weaknesses, opportunities and threats in specific socio-economic areas.

**Table 10.** SWOT analysis for the Opolskie Voivodeship – strengths and weaknesses

Areas	Strengths	Weaknesses
Society, labour market, living conditions	<ul style="list-style-type: none"> <li>• the level and quality of life of inhabitants,</li> <li>• self-organization and social activity in rural areas,</li> <li>• multicultural and multi-ethnic communities of the region with self-organized social and cultural groups of residents,</li> <li>• role of the German minority,</li> <li>• institutional efficiency of local government units,</li> <li>• mobility of labour resources,</li> <li>• lasting international networks,</li> <li>• labour ethic in the region,</li> <li>• levels of disposable income,</li> </ul>	<ul style="list-style-type: none"> <li>• depopulation and age structure of the population,</li> <li>• peripheral position of rural areas,</li> <li>• number of jobs for people with higher education,</li> <li>• entrepreneurial attitudes of residents</li> <li>• stability of workplaces,</li> <li>• availability of housing,</li> <li>• high levels of unemployment in parts of the region,</li> <li>• structural mismatch between supply and demand in the labour market resulting from the structure of education,</li> <li>• disharmony between a high level of life and aspirations of the population and inadequate employment and income-earning opportunities in the region,</li> <li>• flood protection system,</li> <li>• research and development potential of higher education institutions in Opole region</li> <li>• access to social and technical infrastructure,</li> </ul>
Economy	<ul style="list-style-type: none"> <li>• economic relations with foreign countries, especially with the German economy,</li> <li>• agricultural productivity,</li> <li>• tradition of crafts and cooperative and work culture,</li> <li>• diversified structure of the industry,</li> <li>• medium-tech industry,</li> <li>• condition of the micro and small enterprises</li> <li>• real consumption demand per capita,</li> <li>• mineral resources,</li> <li>• inland fishery management,</li> </ul>	<ul style="list-style-type: none"> <li>• investments, especially innovative investments,</li> <li>• economic growth rate,</li> <li>• relationship between the economy, science and business environment institutions,</li> <li>• a number of large, leading enterprises,</li> <li>• R&amp;D facilities and business environment and its links with the economy of the region</li> <li>• innovative economy, enterprises and the R&amp;D area</li> <li>• service sector, including higher-order services,</li> </ul>

Areas	Strengths	Weaknesses
Transport accessibility	<ul style="list-style-type: none"> <li>• A4 motorway</li> <li>• internal transport accessibility of the region,</li> <li>• fibre optic backbone network enabling the implementation of broadband Internet services,</li> </ul>	<ul style="list-style-type: none"> <li>• lack of the “north-south” transport axis,</li> <li>• connection with Warsaw,</li> <li>• condition and technical parameters of road and rail infrastructure,</li> <li>• connection of the capital city of the region with the A4</li> <li>• public transport,</li> <li>• integration of transport systems,</li> <li>• infrastructure for Internet access and digitization,</li> <li>• logistics infrastructure,</li> </ul>
Resources, heritage and the environment	<ul style="list-style-type: none"> <li>• natural and landscape values,</li> <li>• cultural heritage,</li> <li>• local cultural activity,</li> <li>• agricultural production area,</li> <li>• resources for the production of energy from renewable sources,</li> </ul>	<ul style="list-style-type: none"> <li>• lack of distinctive tourism products,</li> <li>• technical condition of facilities and complexes of cultural heritage,</li> <li>• surface water quality, including large reservoirs of the tourist function,</li> <li>• international cultural events</li> <li>• air quality limiting emission investments,</li> </ul>
Territorial cohesion	<ul style="list-style-type: none"> <li>• identification of inhabitants with the region,</li> <li>• central location of the capital city,</li> <li>• uniform distribution of key centres,</li> <li>• compact nature of rural settlement,</li> <li>• policentre settlement system.</li> </ul>	<ul style="list-style-type: none"> <li>• competitiveness of Opole compared to neighbouring regional centres,</li> <li>• intraregional differentiation of levels of socio-economic development</li> <li>• level of development of the metropolitan functions of Opole agglomeration,</li> <li>• presence of degraded areas.</li> </ul>

Source: Own elaboration based on *Work material to develop diagnosis of socio-economic situation of the Opolskie Voivodeship as a part of a preparation of the Development Strategy for the Opolskie Voivodeship*, The Office of the Marshal of the Opolskie Voivodeship, Opole 2012 and the result of the consultation.

**Table 11.** SWOT analysis for the Opolskie Voivodeship – opportunities and threats

Areas	Opportunities	Threats
Society, labour market, living conditions	<ul style="list-style-type: none"> <li>• transfers of income, knowledge and technology,</li> <li>• higher pressure on lifelong and practical learning,</li> <li>• re-migration and immigration,</li> <li>• international and interregional co-operation of scientific community of Opole region,</li> <li>• active family policy,</li> <li>• NGOs activities,</li> <li>• partnership of local government, local government organizations and the business community</li> <li>• development of the 'silver economy',</li> </ul>	<ul style="list-style-type: none"> <li>• outflow of people and intellectual capital (so called brain drain),</li> <li>• intensification of social exclusion and social pathology,</li> <li>• crisis of intergenerational solidarity,</li> </ul>
Economy	<ul style="list-style-type: none"> <li>• increase in investment activity,</li> <li>• increase in the competitiveness of the Polish economy,</li> <li>• increase in the competitiveness of Western Poland macro-region</li> <li>• establishment of special economic zone of Opole region,</li> <li>• intensification of cross-border cooperation,</li> <li>• improvement of to entrepreneurs and people service,</li> </ul>	<ul style="list-style-type: none"> <li>• competitive advantage of neighbouring metropolitan centres,</li> <li>• slowdown or the economic crisis in the European Union</li> <li>• liquidation or moving out of seats of management boards of large – "strategic" – businesses,</li> <li>• fiscal policy,</li> <li>• decline in the competitive position of Poland in attracting foreign investment,</li> </ul>
Transport accessibility	<ul style="list-style-type: none"> <li>• using the potential of Odra river,</li> <li>• Pan-European Transport Corridor III on the TEN-T</li> <li>• location at border area</li> <li>• development of e-services and an increase in the use and application of ICT tools and resources,</li> </ul>	<ul style="list-style-type: none"> <li>• falloff of the feasibility of the investment programme in the field of road and rail infrastructure,</li> <li>• overload of road transport routes,</li> </ul>
Resources, heritage and the environment	<ul style="list-style-type: none"> <li>• tourists' interest in the Opolskie Voivodeship,</li> <li>• increase in pressure on the use of energy from renewable sources</li> <li>• development of creative industries,</li> <li>• interest in the use of leisure time,</li> <li>• tightening of environmental standards,</li> </ul>	<ul style="list-style-type: none"> <li>• deterioration of the environment quality,</li> <li>• climate change and deterioration of the hydrological conditions,</li> <li>• increase in urbanization and tourism pressure in the areas of high natural and landscape values,</li> <li>• deterioration of groundwater quality,</li> </ul>

Areas	Opportunities	Threats
Territorial cohesion	<ul style="list-style-type: none"> <li>• growth and diversification of economic activities in rural areas,</li> <li>• decentralisation of public finances,</li> <li>• modern urban policy.</li> </ul>	<ul style="list-style-type: none"> <li>• focus on large metropolitan areas in the national strategic documents,</li> <li>• deterioration in public finances.</li> </ul>

Source: Own elaboration based on *Work material to develop diagnosis of socio-economic situation of the Opolskie Voivodeship as a part of a preparation of the Development Strategy for the Opolskie Voivodeship*, The Office of the Marshal of the Opolskie Voivodeship, Opole 2012 and the result of the consultation.





# Planning levels of the voivodeship development



Strategic planning of the region development is the process carried out on several closely related levels. In the Opolskie Voivodeship a hierarchical system of five planning levels was adopted, including: vision, challenges, strategic objectives, operational objectives and measures (Figure 6). Hierarchical implementation of the measures assigned to the operational objectives determines the achievement of strategic objectives, which in turn will help to deal with the development challenges. Obtaining a specific, defined in the vision status of the region will depend on the effectiveness and efficiency of achieving lower levels of strategic planning.

Based on the analysis of the internal potential of the Opolskie Voivodeship and external factors affecting its current and future socio-economic condition vision of the region development has been defined. The vision is a picture of the future of the region, a specific state, to which the implementation of the Strategy is to lead.

Achieving of the defined in the vision status of the development of the voivodeship is directly linked to the development challenges which the region is facing, including the one of horizontal meaning and four related to specific socio-economic areas.

Next level of planning hierarchy adopted in the Strategy are strategic objectives that define the target, desired status of the development of the Opolskie Voivodeship in specific areas of the Strategy implementation. To measure the degree of the implementation of the objectives monitoring indicators are used. For each of the strategic objectives a specific group of indicators was adopted, value of these measures in the base year was identified and the expected value/trends in 2020 were estimated.

Strategic objectives designate the areas of operational objectives, i.e. specific goals to be achieved, under which more specific actions are planned.

**Figure 6.** Hierarchical system of five levels of strategic planning adopted in the Development Strategy for the Opolskie Voivodeship until 2020



Source: Own elaboration.

## 4.1. Vision

Opolskie Voivodeship is an European region, whose development depends on many factors and determinants, including the priorities set at Polish and the EU level. Increasing employment and competitiveness, social cohesion, economic and territorial cohesion will be based on the development of smart, sustainable and inclusive growth.

Human is the highest value, therefore it is so important that all development projects implemented in the Opolskie Voivodeship contribute to improving the living conditions in the region, for the reconstruction of the lost share of population. Human is the main actor of socio-economic life, gains knowledge, creates developmental processes, lives in a particular socio-economic space. Quality of this space significantly determines the condition of the economy.

Vision of the region in 2020 assumes a certain state of development of the Opolskie Voivodeship, with its people in the first place- educated, open to change, knowledge and innovation. The regional community is active in the labour market and beyond. The Opolskie economy is competitive and innovative, both at the national and European level.

**Opolskie Voivodeship is the multicultural region of educated, open-minded and active people, with the competitive and innovative economy and friendly life environment**

Opolskie Voivodeship in 2020, is a region in which multiculturalism and the resulting openness to new values and trends are the strength of social, intellectual and innovative, capital. The high quality of education responds to the needs of the regional labour market and the challenges of innovative economy.

Society is the largest and most important potential of the region, elderly and young people are involved in different spheres of life and are active in the labour market. Strong intergenerational ties and stable families strengthen social life structures of the voivodeship.

Interesting offers: housing, employment, education, tourism and cultural encourage the choice of the region as an attractive place to live. The unique village of Opole region is a friendly place to live and work.

New investments generate high-quality jobs and climate conducive to entrepreneurship and cooperation between education – business – public administration, supports the development of competitiveness and innovativeness of the Opole region economy.

Constantly improving state of the environment and an increase in biodiversity affect the quality of life, increasing the opportunity to spend leisure time attractively for locals and tourists in the Opolskie Voivodeship and optimal use of natural reserves.

## 4.2. Development challenges

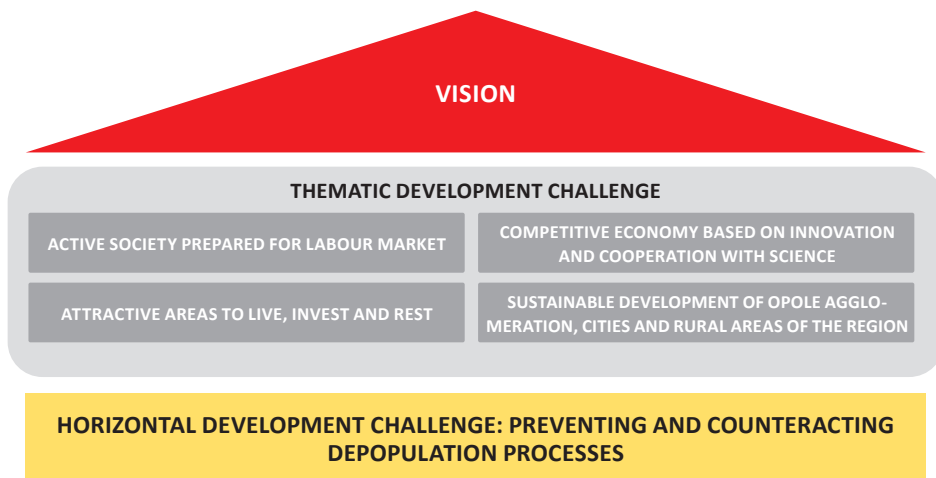
Socio-economic condition of the Opolskie Voivodeship and the dynamics of changes in the national and European space determine development challenges faced by the Opole region on the 2020 horizon (Figure 7). The most important horizontal development challenge is *Preventing and counteracting depopulation processes*. It is a response to the adverse demographic situation in the region, deemed the main barrier to the development. The Opolskie Voivodeship

is a region which steadily loses its human capital, the reasons of which primarily are: the tradition of international, migrations including earning migration, and low population growth.

Facing the horizontal challenge will be possible through the implementation of comprehensive and complementary activities in various spheres of socio-economic development, in response to a defined thematic development challenges:

- active society prepared for the labour market,
- competitive economy based on innovation and collaboration with science,
- attractive areas to live, invest and relax,
- sustainable development of the Opole agglomeration, cities and rural areas of the region.

**Figure 7.** Development challenges<sup>85</sup>



Source: Own elaboration based on *Work material to develop diagnosis of socio-economic situation of the Opolskie Voivodeship as a part of a preparation of the Development Strategy for the Opolskie Voivodeship*, The Office of the Marshal of the Opolskie Voivodeship, Opole 2012 and SWOT analysis for the Opolskie Voivodeship and results of the work of the Thematic Working Groups.

Implementation of measures under the Development Strategy for the Opolskie Voivodeship until 2020 will increase the competitiveness and innovation of the local economy, improve the situation on the labour market, increase the attractiveness of living and investing, as well as improve the social, economic and spatial cohesion of the region.

## HORIZONTAL DEVELOPMENT CHALLENGE – Preventing and counteracting depopulation processes

Demographic changes experienced by the Opolskie Voivodeship are essential for the future development of the region. In recent years a negative growth, a sharp decline in fertility rates, the increase in the number of separations and divorces, the weakening of intergenerational relationships and, consequently, the decline in families state could be observed. Unfavorable

<sup>85</sup> Figure does not show a hierarchical arrangement of the development challenges. They are complementary to each other.

trends with respect to people migration and demographic projections make these problems should be treated particularly seriously.

Neighbouring metropolitan centers have very strong impact on the socio-economic situation, including the demographic processes of the Opolskie Voivodeship. One of the manifestations of this phenomenon is the outflow of people, especially young people, as well as institutions important for the development of the Opolskie Voivodeship. It is necessary to create high-quality jobs in the region, attract investment, including innovative investment, strengthen scientific and educational potential. To increase the competitiveness of the region it is important to strengthen the functions of the metropolitan centre of the region which would be able to attract, retain and recruit young people, as well as would be a strong economic-research centre. At the same time, an intensification of trans-border cooperation and taking advantage of the border location is the opportunity for the socio-economic growth of the region.

Among the diagnosed causes of depopulation, international migration characteristic to the Opolskie Voivodeship, in particular for economic reasons, constitutes a significant problem area. It is important to encourage the return of former inhabitants of the region, for example with attractive jobs, or housing, education, care and social offers.

Demographic changes cannot be treated solely as a negative phenomenon. Ageing of the society, increase in the share of people of post-working age, constitute significant challenges and open up new possibilities. It means that the demographic changes should be treated in terms of cross-section. Their specificity requires the inclusion of a number of complex innovative, sometimes unconventional activities in the mainstream of regional policy..

Measures undertaken should be conducive to solving demographic problems and take advantage of the opportunities this change presents. Preventing and counteracting depopulation processes have become an horizontal development challenge to the voivodeship.

## THEMATIC DEVELOPMENT CHALLENGE – Active society prepared for labour market

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Situation in the labour market directly influences the conditions and quality of life in the region. The Opole labour market is characterised by insufficient level of competitiveness, which is the source of many problems. The most important of these include: mismatches of quality and fields of education, including vocational training, to the labour market needs, low employment level, insufficient supply of jobs, including high-quality jobs, and unsatisfactory participation of residents in lifelong education.

Important factor influencing the situation in the regional labour market is migration, which often turns into permanent migration, resulting in a negative phenomenon which is the transfer of social and professional activities from the Opole region to neighbouring regions, as well as abroad. In addition, external migrations combine with the transfer of income to the region, in the amount which is often sufficient to restrict economic activity of other family members, especially women. It promotes the formation of non-effectively used reserves of labour supply – which may be important to preserve the demographic balance in the labour market in the coming years.

Resident of the region constitute its capital. Their intellectual capacity, openness, creativity and economic, social and educational activity to a large extent will be an important factor in competitive advantage. Therefore, it is necessary to effectively prevent depopulation of the region through undertaking comprehensive and effective measures for the gradual, consistent rebuilding and strengthening of human capital, as well as increasing its activity in the labour market.

It is necessary to improve the quality of education, including vocational training, in response to current and anticipated needs of the regional labour market. Dynamics of changes in the socio-economic situation necessitates a systematic learning and improving professional skills as well as openness to change. It is also vital to prevent social exclusion and to take measures to increase employment stability.

In the face of demographic changes, competitive and stable labour market becomes one of the key factors in positioning the region in the national and European spaces.

## THEMATIC DEVELOPMENT CHALLENGE – Competitive economy based on innovation and collaboration with science

Competitive, based on knowledge and innovation, modern economy is an important factor in the development of the region. Currently, the Opolskie Voivodeship has difficulties in adapting effective mechanisms for the implementation of innovative solutions among enterprises. In the business structure, there is a small share of large companies with significant potential, also in terms of human resources, to make specific changes and innovations in the area of previously used technologies and systems. There is no sufficient number of technological centres, research centres and scientific institutions with in formed and scientific specialisation linked to the economy of the region. The result is that the Opolskie Voivodeship often loses with other regions in terms of attractiveness of places to invest and conduct broadly defined business.

It is therefore necessary to take measures for the development and growth of competitiveness of the Opolskie Voivodeship by strengthening research and development potential, including universities and institutes, to develop innovative solutions and create technology, in particular that with the potential for patent and industrial use. It is also important to build awareness of the value which a knowledge-based economy presents.

Measures in the region should promote the creation of conditions for the development of new and innovative, as well as open to cooperation companies and active business environment. It will be necessary to strengthen the competitive position of the Opolskie Voivodeship by increasing its investment attractiveness, permitting the acquisition of new investors and the placement of investments, which are the source of new jobs.

Competitive position and attractiveness of the region's economy are conditioned, among others by the development and activity of enterprises, an increase in innovation and implementation of new technologies, as well as strengthening of the cooperation between the R & D and business. Therefore, in order to meet the demanding realities of the market, building a competitive economy based on innovation and collaboration with science becomes a requirement and a challenge for the region.

## THEMATIC DEVELOPMENT CHALLENGE – An attractive area to live, invest and rest

In the face of demographic changes experienced by the Opolskie Voivodeship region, the best possible environment to live, invest and rest, both for residents and tourists – from Poland and abroad should be created.

The living conditions in the Opolskie Voivodeship are rated as relatively high, but in the region there are also areas of deficiency, which include: inadequate availability of health care and educational and learning services, availability of housing, and infrastructure deficiencies in terms of transport connections, hindering primarily the accessibility of labour market, goods and service.



Opolskie Voivodeship is a region where significant demographic changes are taking place, the population is ageing, therefore it is important to prepare an attractive offer for elderly, taking into account care, rehabilitation and treatment services, as well as cultural and tourism services.

Creating conditions for the development of the information society, including the e-services, is also important factor contributing to an increase in the attractiveness of the region, this sector is not yet sufficiently developed and competitive in the Opolskie Voivodeship.

Standard of living, measured by access to basic public goods and services is lower in rural areas than in the cities, where the infrastructure is more modernized and more extensive, investment in social and technical infrastructure that determine, among other, housing and investment decisions will help to eliminate present disparities.

Connecting the region with the external environment, rapid transit between the cities and rural areas will be based on an efficient and modern transport system that is the basis for all other spheres of activity of the residents. Creating an effective and integrated transport system in the entire Opolskie Voivodeship, using the potential of a centrally located Opole agglomeration, and A4 motorway passing through the voivodeship will allow for the spread of the development process, to ensure the spatial coherence of the region and increase the mobility of its residents, thereby facilitating access to jobs, goods and services.

Long-term socio-economic development of the region should be carried out with respect to and the rational use of natural reserves of the environment and its biodiversity. Its condition has a direct effect on the quality of life of residents, affecting their health, opportunities for rest and regeneration.

Comfortable and safety life of the residents depends largely on the efficiency of public services in the field of reduction of natural and civilisation hazards as well as disposal of their effects.

Improving the conditions to live, invest and rest is a challenge for the Opolskie Voivodeship and will determine its competitive position in the future.

## THEMATIC DEVELOPMENT CHALLENGE – sustainable development of Opole agglomeration, cities and rural areas of the region

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From the point of view of the diagnosed demographic changes in the Opolskie Voivodeship a major challenge for the region is to ensure the sustainable development of all the areas, such as Opole agglomeration, cities and rural areas.

These areas, having diverse endogenous potential, require different measures aimed at making the best use of their resources. In this situation, it will be necessary to coordinate and balance the strengths of these areas, so that the improvement the competitiveness and prosperity is not limited only to some parts of the voivodeship.

In the era of globalization and increasing competitiveness of economies, major cities along with their functional areas play a leading role in shaping the development processes. A new approach to regional development points to the significant role of cities in the development of territories and society. The cities are the areas of concentration of factors of economic attractiveness, including investment. They also determine the effective use of the development potential of the region, functioning as engines of growth of the national economy and creation of new jobs.

Opolskie Voivodeship, as the inter-metropolitan region, is particularly vulnerable to the accumulation of the negative effects of concentrated growth. Therefore it is important to reinforce the potential of the Opole agglomeration, so that its impact balances the influences of external metropolitan areas, thus contributing to the improvement of intra-regional

integration, the increased access of residents to the largest labour market in the region, as well as to higher-order services. The Opole agglomeration, as central functional and spatial structure should occupy a special place in the creation of development processes in the Opolskie Voivodeship. By building and strengthening the capacity of the area will be possible to spread economic, social and cultural ties to other parts of the region, thus including them in the development process.

Measures aimed at strengthening of Opole agglomeration should be accompanied by actions to accelerate the development process in the potential growth poles, i.e. sub-regional centres and in other urban centres in the region. Cities are centres attracting human, financial and material capital. Urban areas are the main areas of regional development, where functional integration with the surrounding countryside should take place, which will increase the potential for development of other areas of Opolskie Voivodeship. At the same time, intensification of cross-border cooperation and taking advantage of location in the border area create an opportunity for socio-economic development of the region.

Small towns play an important role in using the development potential of the village of the Opolskie Voivodeship, which perform complementary functions in relation to the county centres, while ensuring access to basic goods and services. Most of the small towns in the Opolskie Voivodeship serves as a local growth poles, with the possibility of initiating the economic development of the surrounding rural areas and the creation of local labour markets.

The opportunities arising from highly productive, well-developed agriculture and favourable farming conditions are not fully used in the Opolskie Voivodeship. Efforts should be made for the multifunctional development of rural areas, including specialization of agricultural production, improvement the competitiveness of farms – their consolidation, development of agri-food industry, as well as non-agricultural activities in rural areas. To enable the implementation of bottom-up initiatives, in line with the local development strategies aimed at sustainable development of the village of Opole region and favourable structural changes is essential to ensure that rural areas are attractive places to live, rest and do business. The aim is to integrate local communities, which are the most important potential of villages of Opole region, and to build a favourable environment for the development of local entrepreneurship.

### 4.3. Strategic objectives

Development Strategy for the Opolskie Voivodeship until 2020 set out the main directions of development of the region, in response to the defined development challenges, including the horizontal challenge of the prevention and countering depopulation processes.

Development of the Opolskie Voivodeship until 2020 is focused on: a competitive and stable labour market, active regional community, innovative and competitive economy, dynamic companies, modern services and attractive tourist and cultural offer, good accessibility to labour markets, goods and services, high quality of the environment, competitive Opole agglomeration, urban centers and rural areas.

10 strategic objectives have been defined. Strategic objectives no. 1–7 have a horizontal dimension, which means that the issues raised in them apply to the entire territory of the voivodeship while the 8–10 objectives are clearly territorially targeted (Table 12).

**Table 12.** Development challenges, strategic and operational objectives

STRATEGIC OBJECTIVES	OPERATIONAL OBJECTIVES
<b>CHALLENGE 1. ACTIVE SOCIETY PREPARED FOR LABOUR MARKET</b>	
<b>STRATEGIC OBJECTIVE 1.</b> <b>Competitive and stable labour market</b>	1.1. Improvement of education quality and adjustment of educational offer to the needs of the labour market 1.2. Promotion of lifelong learning 1.3. Supporting employment and self-employment 1.4. Counteracting social exclusion and poverty 1.5. Development of childcare services
<b>STRATEGIC OBJECTIVE 2.</b> <b>Active regional community</b>	2.1. Supporting development of civil society 2.2. Enrichment of multicultural heritage and regional identity 2.3. Strengthening institutional potential and administrative proficiency
<b>CHALLENGE 2. COMPETITIVE ECONOMY BASED ON INNOVATION AND COOPERATION WITH SCIENCE</b>	
<b>STRATEGIC OBJECTIVE 3.</b> <b>Innovative and competitive economy</b>	3.1. Development of research and development potential for the regional economy 3.2. Strengthening the links among economy, science and regional business environment institutions 3.3. Supporting cooperative relations in the economy 3.4. Strengthening regional system for investment attraction and location
<b>STRATEGIC OBJECTIVE 4.</b> <b>Dynamic enterprises</b>	4.1. Support for business development and modern crafts 4.2. Development of market services sector 4.3. Supporting international cooperation of enterprises
<b>CHALLENGE 3. ATTRACTIVE AREAS FOR LIVING, INVESTMENT AND REST</b>	
<b>STRATEGIC OBJECTIVE 5.</b> <b>Modern services and attractive tourist and cultural offer</b>	5.1. Improvement of quality and accessibility of health care, childcare and educational services 5.2. Development of information society 5.3. Development of tourism, culture and sport services and their infrastructure
<b>STRATEGIC OBJECTIVE 6.</b> <b>Good accessibility of labour markets, goods and services</b>	6.1. Development of transportation links 6.2. Improvement of access to Opole agglomeration 6.3. Integration of collective transport 6.4. Improvement of safety on the routes

STRATEGIC OBJECTIVES	OPERATIONAL OBJECTIVES
<b>STRATEGIC OBJECTIVE 7. The high quality of the environment</b>	7.1. Improvement of environment through development of technical infrastructure 7.2. Supporting low-carbon economy 7.3. Development of environmental system, protection of landscape and biodiversity 7.4. Rational use of natural reserves 7.5. Preventing and dealing with effects of natural and civilisation hazards
<b>CHALLENGE 4. SUSTAINABLE DEVELOPMENT OF OPOLE AGGLOMERATION, CITIES AND RURAL AREAS OF THE REGION</b>	
<b>STRATEGIC OBJECTIVE 8. Competitive Opole agglomeration</b>	8.1. Development and strengthening of metropolitan functions 8.2. Development of agglomeration space along with strengthening institutional and social links 8.3. Creating positive image of the agglomeration and development of cooperation with regional centres
<b>STRATEGIC OBJECTIVE 9. Urban centres as growth poles</b>	9.1. Supporting economic and social potential of cities 9.2. Improvement of spatial order and revitalisation of urban areas
<b>STRATEGIC OBJECTIVE 10. Multifunctional rural areas</b>	10.1. Supporting non-agricultural economic activity and local initiatives 10.2. Development of multifunctional agriculture and fisheries 10.3. Development of agri-food sector 10.4. Well-balanced management of space

Source: Own elaboration based on *Work material to develop diagnosis of socio-economic situation of the Opolskie Voivodeship as a part of a preparation of the Development Strategy for the Opolskie Voivodeship*, The Office of the Marshal of the Opolskie Voivodeship, Opole 2012 and SWOT analysis for the Opolskie Voivodeship and outcomes of the work of the Thematic Working Groups.

<b>CHALLENGE 1. ACTIVE SOCIETY PREPARED FOR LABOUR MARKET</b>	<b>STRATEGIC OBJECTIVE 1. Competitive and stable labour market</b>
	STRATEGIC OBJECTIVE 2. Active regional community

## STRATEGIC OBJECTIVE 1. Competitive and stable labour market

Development of competitive and stable labour market is largely influenced by intense and dynamic social and economic changes, as well as increasing level of educational and professional aspirations of inhabitants of the region, and also needs of employers. The competitiveness of the Opole labour market is impaired by: migration, quality of education inadequate to the needs of the economy, unsatisfactory participation of citizens in education and low level of entrepreneurship. The contemporary labour market is very dynamic, so it is important to be able to respond rapidly to the changes taking place in it. Currently, the position of the worker in the labour market is determined, inter alia, by openness to change

and willingness to continuous learning and acquiring new skills and qualifications. What is important is the continuous process of the development of cooperation, creativity, and invention, as well as building a sense of social responsibility, which should be initiated from the earliest stages of education.

Increasing social exclusion and poverty of the part of residents, from those with learned helplessness, through long-term unemployed, to the working people, and yet living in poverty, is also a significant problem area. Economic activity of residents is visibly limited by poor access to care and educational services, which often prevents or reduces the activity in the labour market.

It is necessary to overcome many development barriers to build a competitive and stable labour market in the region. It will be supported by striving to increase the level of employment security, for example, through the possibility to quickly find a job at every stage of professional life and a good prospect for career development in a rapidly changing economy. Corporate social responsibility primarily focused on investments in human resources is important.

Therefore it is necessary to improve the quality of education and adjust education offer to labour market needs. Equal access to high quality education at all levels of education, especially vocational training should contribute to the shaping of the pro education attitudes and, consequently, result in lifelong learning. In addition, adequate and attractive educational offer should help residents effectively compete in the rapidly changing and increasingly demanding labour market. It should also contribute to stimulating the activity of the society, as well as building and strengthening of entrepreneurial attitudes, which in turn should lead to increase in employment and self-employment, increase in jobs and reduction of migration plans.

The changes in the modern economy and new technologies entering into the daily life cause rapid devaluation of knowledge and stimulate the need for its continuous supplementing or retraining. Competitiveness in the labour market and efficiency in business activity require continuous improvement, supplement of knowledge and acquiring new skills. The practical aspects of education and participation in various forms of lifelong learning significantly increase the chance of finding a good job, followed the qualifications and career aspirations.

The main focus should be on creating conditions for employment growth, particularly by facilitating the setting up and running business, and by enhancing the professional potential of employees. This should result in increasing the number of job offers, particularly for high-quality jobs under favourable economic conditions. In addition, it will be necessary to support flexible employment forms, tailored to the needs of both employers and employees, particularly for women who want to combine work with motherhood.

Demographic changes require increasing the economic activity of people in the special situation in the labour market, they are: women, disabled, persons under 30 years of age, long-term unemployed and those without qualifications. Referring to demographic projections, it is expected that the core of the social capital will be slowly formed by people aged 50+, therefore the creation of the environment conducive to retaining and extending economic activity of those with enormous capital of knowledge and professional experience should be ensured.

Counteraction social exclusion and poverty of some inhabitants of the region, which are important factors destabilizing the labour market, will require long-term efforts for the return of these people to an active professional and social life. In addition, support for initiatives to prevent poverty and social exclusion and creation and development of social economy entities will be needed, including: social cooperatives, social integration centres, economic activity centres, social integration clubs, activity therapy workshops.

Increasing economic activity is also associated with the need to develop care and educational services (especially for children, the elderly and ailing persons). Supporting the development of such services will contribute to taking work by people who must stay without employment due to providing care to children or other dependants. In addition, activities in this area will allow the activation of persons which will work in the care and educational services.

STRATEGIC OBJECTIVE 1.	OPERATIONAL OBJECTIVES
<b>Competitive and stable labour market</b>	1.1. Improvement of education quality and adjustment of educational offer to the needs of the labour market 1.2. Promotion of lifelong learning 1.3. Supporting employment and self-employment 1.4. Counteracting social exclusion and poverty 1.5. Development of childcare services

## Measures to achieve the operational objectives

### **OPERATIONAL OBJECTIVE 1.1. Improvement of education quality and adjustment of educational offer to the needs of the labour market**

- development and implementation of innovative and comprehensive educational programmes for all levels of education, with the main emphasis on collaboration, creativity, creativity and social responsibility,
- supporting education through the development of educational and vocational counseling and entrepreneurship,
- promotion of language learning at all levels of education,
- development and implementation of new and effective methods of teaching,
- development of qualifications and skills of the teaching staff,
- promotion and development of vocational education
- promotion of cooperation among school authorities, employers and labour market institutions in order to adjust educational offer to the needs of the regional labour market,
- monitoring and forecasting the needs of labour market.

### **OPERATIONAL OBJECTIVE 1.2. Promotion of lifelong learning**

- supporting and promotion of re-training, completing and improving the education in relation to the needs of the labour market,
- promotion and supporting educational activity of the elderly,
- creating conditions for lifelong, learning on distance,
- development of competencies and skills of adults through participation in accessible forms of lifelong learning, as well as validation of skills acquired through informal learning.

### **OPERATIONAL OBJECTIVE 1.3. Promotion of employment and self-employment**

- supporting and promotion of activity in the labour market,
- promotion of longer activity of the elderly in the labour market,
- promotion and development of entrepreneurial attitudes,
- supporting and promotion of economic and spatial mobility of inhabitants,
- promoting and supporting employment stability,
- using possible incentives and facilities for investors resulting in new jobs by local authorities.

#### **OPERATIONAL OBJECTIVE 1.4. Counteracting social exclusion and poverty**

- supporting people affected by social exclusion and poverty in entering the labour market,
- supporting activities equalizing educational opportunities of children at risk of social exclusion and poverty,
- supporting initiatives to prevent poverty and social exclusion and promotion of the creation and development of social economy entities,
- development of monitoring, promotion and popularisation of the social economy and its environment.

#### **OPERATIONAL OBJECTIVE 1.5. Development of childcare services**

- supporting childcare services and improving access to these services,
- supporting alternative forms of pre-school education and childcare,
- promotion of childcare services,
- supporting educational and preventive activities aimed at strengthening family condition, including assistance to families in problem situations.

### Expectations towards the government administration

- implementation of system solutions to increase the influence of local government units on the organization as well as quality of care and education and the level of education of the inhabitants,
- increased powers for the voivodeship self-government in management of the Labour Fund
- creating incentives for employers who employ persons with disabilities, persons aged 15–30, over 50, entering for the first time and returning to the labour market, including after the birth of a child,
- introducing reductions and lower tax rates for people starting their own business in the first five years.

### Indicators of strategic objective implementation

STRATEGIC OBJECTIVE 1. Competitive and stable labour market					
Indicator name	Unit of measurement	Value in the base year	Basic year	Value/trend in the target year (2020)	Source
Employment rate of people aged 20–64	%	63,7	2010	increase	CSO <sup>86</sup>
Employment rate of people aged 15 and over, including (by educational level):		48,6			
– higher		74,1			
– post-secondary and vocational	%	59,9	2010	increase	CSO
– general secondary		38,2			
– vocational		58,4			
– lower secondary and primary		13,6			

<sup>86</sup> Central Statistical Office.

### STRATEGIC OBJECTIVE 1. Competitive and stable labour market

Indicator name	Unit of measurement	Value in the base year	Basic year	Value/trend in the target year (2020)	Source
Share of people aged 25–64 with higher education	%	18,5	2011	20,0	EUROSTAT
Students and graduates in mathematics, science and technology, as % of students and graduates	%	19,1	2010/ 2011	20,0	CSO
Registered unemployed aged 24 and less (% of total registered unemployed)	%	19,9	2011	18,0	CSO
Employment rate in the 15–24 age group	%	28,9	2011	32,0	CSO
Share of people aged 25–64 studying and completing education in the total population of this age	%	4,6	2011	6,0	EUROSTAT
Registered unemployment rate (as at the end of the year)	%	13,3	2011	no more than the national average	CSO
Number of national economy entities per 1000 residents	number	96,2	2011	100,0	CSO
Balance between newly-created and liquidated jobs	number	4,0 thousand	2011	positive during the period of Strategy	CSO
At-risk of poverty or social exclusion rate	%	25,8	2010	24,0	EUROSTAT
Long-term unemployment rate	%	5,8	2010	will not increase	CSO
Share of children aged 3–5 covered by pre-school education	%	80,1	2010	85,0	CSO
Share of children aged 3 in nurseries	%	4,5	2010	5,0	CSO

### Entities involved in the implementation of the Strategy

- public administration;
  - the voivodeship’s self-government,
  - local self-governments and their organisational units,
  - Government administration,
- labour market institutions,
- NGOs,
- employers’ organization,



- social partners,
- State Fund for the Rehabilitation of the Disabled Persons,
- social economy entities,
- economic entities,
- economic self-governments,
- universities of the third age,
- higher education institutions,
- voivodeships involved in the Western Poland 2020 initiative.

<b>CHALLENGE 1.</b> <b>ACTIVE SOCIETY PREPARED</b> <b>FOR LABOUR MARKET</b>	<b>STRATEGIC OBJECTIVE 1. Competitive and stable labour market</b>
	<b>STRATEGIC OBJECTIVE 2. Active regional community</b>

## STRATEGIC OBJECTIVE 2. Active regional community

An important element building the development potential of the region is social capital, which major determinants are: activity, ability to interact, creativity, openness and public trust. The Opolskie Voivodeship is the region suffering from depopulation. The decreasing number of inhabitants of the region and unfavourable structure of the population cause negative effects in both social and economic terms. Activity of the regional community should be the factor conducive to diminishing negative trends. Interaction and enhancing the activity of inhabitants, developing positive attitudes and preservation of traditions as well as raising the qualifications will contribute to increasing the competitiveness of the region.

Greater civic participation in different areas, constructive dialogue, development of non-governmental organizations and close cooperation of the public sector with non-governmental sphere will serve to build a civil society. The basis for the success of any measures to promote the development of social capital is to strengthen and deepen awareness of the importance of relationships based on cooperation and trust. It will be also necessary to take actions that will improve communication and increase intergenerational solidarity. In addition, increasing civic activity entails supporting creation and development of existing social organisations, improving the quality of human relations, ability to cooperate, standards and principles of good organizational climate. A characteristic feature of the region is self-organization and social activity in rural areas, it is therefore necessary to stimulate activity in the third sector and support bottom-up initiatives in this area.

Opolskie Voivodeship is also distinguished by its multiculturalism and a wealth of experience stemming from the history, diversity of the regional origin of today's inhabitants of the region and the clash of cultures in the area. The potential is shown in particular by German minority and Eastern Borderland societies, however cultural activity of Romani people is also increasingly visible. It will be therefore necessary to take several steps to promote, preserve and develop multiculturalism, heritage and different traditions. The education of national and ethnic minorities, including regional cultural education should be supported, especially of children and youth.

Building social capital of the region is also related to the creation of links between the different entities involved in the implementation of development activities. One of the elements of well-functioning network of cooperation is effective and open public administration. It should be prepared for a proficient execution of tasks, including information management

for the region's residents and businesses. Therefore, it is necessary to improve the quality of management in the public administration in order to improve its services.

STRATEGIC OBJECTIVE 2.	OPERATIONAL OBJECTIVES
Active regional community	2.1. Supporting development of civil society 2.2. Enrichment of multicultural heritage and regional identity 2.3. Strengthening institutional potential and administrative proficiency

## Measures to achieve the operational objectives

### **OPERATIONAL OBJECTIVE 2.1. Supporting development of civil society**

- supporting development of social trust and relationships between generations, development of voluntary service,
- supporting development of competencies and civic attitudes,
- development of civic initiatives, including cooperation between NGOs and public sector,
- creating conditions for strengthening the third sector,
- formation and promotion of civil society in media.

### **OPERATIONAL OBJECTIVE 2.2. Enrichment of multicultural heritage and regional identity**

- promotion and preservation of the multicultural material and immaterial heritage of the region and traditions of different ethnicities living in the Opolskie Voivodeship, including immigrants,
- supporting the development of education of national and ethnic minorities,
- supporting the development of regional cultural education of children and youth,
- promotion of material and immaterial folk culture as part of the development of rural and cultural tourism, as well as agro-tourism, and as a conducive factor to performing settlement functions by rural areas.
- development and promotion of multiculturalism of the region.

### **OPERATIONAL OBJECTIVE 2.3. Strengthening institutional potential and administrative proficiency**

- improving management processes in administration including the development of skills and knowledge of civil servants,
- shaping and strengthening ethical and open attitudes of civil servants towards residents and entrepreneurs,
- improving process of local law and administrative acts, including its quality
- preparing staff to implement reforms.

## Expectations towards the government administration

- making possible to manage at regional level the funds of Minister of Labour and Social Policy for the implementation of the initiatives of non-governmental organizations,
- creating the legal and organizational frames for the growth of social trust and development of skills and civic attitude,
- promotion and development of voluntary service through changes in law and campaigns.

## Indicators of strategic objective implementation

STRATEGIC OBJECTIVE 2. Active regional community					
Indicator name	Unit of measurement	Value in the base year	Basic year	Value/trend in the target year (2020)	Source
Turnout in elections to the territory self-government units	%	40,99	2010	increase	CSO
Share of taxpayers who deducted 1% tax for non-profit organisations in relation to the number of submitted tax returns	%	50,4	2011	increase	Opole TO <sup>87</sup> /MF <sup>88</sup>
Foundations, associations and other social organizations per 1000 inhabitants	number	1,96	2010	2,50	CSO

## Entities involved in the implementation of the Strategy

- public administration;
  - the voivodeship's self-government,
  - local self-governments and their organisational units,
  - Government administration,
- cultural institutions,
- NGOs,
- educational institutions, private included,
- higher education institutions,
- universities of the third age,
- media.

<b>CHALLENGE 2.</b> <b>COMPETITIVE ECONOMY</b> <b>BASED ON INNOVATION</b> <b>AND COOPERATION WITH</b> <b>SCIENCE</b>	<b>STRATEGIC OBJECTIVE 3. Innovative and competitive economy</b>
	<b>STRATEGIC OBJECTIVE 4. Dynamic enterprises</b>

## STRATEGIC OBJECTIVE 3. Innovative and competitive economy

The competitiveness of the economy determines at present the level of innovation. One of the links of an effective implementation system of innovation in the economy is a science and research backup. Building strong research and development centres, in addition to infrastructure, first of all entails gathering appropriate human potential. This cannot be achieved without ensuring good jobs and career prospects.

<sup>87</sup> Opole Treasury Office.

<sup>88</sup> Ministry of Finance.

Consequently, efforts to build an innovative and competitive economy mainly include the creation of favorable conditions for cooperation between the R & D and business, including support of industry and science and technology parks. In the region, there are few companies implementing their own technologies. At the same time activity of scientific institutions to commercialize the solution is also negligible. The low level of trust between the involved environments and limited opportunities to exchange knowledge and experience are a serious obstacle to the process of building a regional economy based on knowledge. Currently, the research activity of higher education institutions in the region and the implementation of innovations in Opole region enterprises took place almost independently. Therefore, one of the most important tasks for the coming years will be to bring closer those two environments and join their relations (benefits and needs) so that both scientists and entrepreneurs recognized the benefits of cooperation in the practical application of the research and its results. Consequently, this should lead to an increase in innovation of the region economy.

Business environment institutions providing high quality consulting, training, financial or marketing services play an important role in building a modern, innovative and competitive economy. Their growth in the region will be required so that they match the real needs and effectively support economic entities. In particular, they should support newly established companies through effective incubation processes.

A greater involvement of companies and research units in the network cooperation and creation of natural cooperative relations should be result of the measures implemented in the region. Following the example of the best consortia, clusters and other network arrangements the entities form the Opole region should take advantage from such cooperation, increasing the efficiency of their business by attracting high-quality staff and enhance the implementation of innovative solutions. To build a strong region in economy the acquisition and placement of investments will be particularly important, including foreign direct investment as major suppliers and consumers of innovative solutions created and implemented in the region.

Competitive regional economy is the economy that gives jobs, particularly those of high quality. New investments are largely conducive to the creation of attractive jobs. Areas of special economic zones operate in the region. In order to increase the investment attractiveness of the region a special economic zone should be created in the Opolskie Voivodeship. For a better and more comprehensive services for investors, integrated regional systems, resources, and environments involved in the process of attracting business investment and the continuous expansion of the regional offer of post-investment support will be needed. This requires the cooperation of business environment, higher education institutions, vocational schools and labor market institutions with investors. At the same time a support in associating business partners must be continued. Intensification of activities related to the investment and economic promotion of the region, both in the country and abroad will be necessary. Diaspora of the Opole region will help in strengthening international economic relations.

STRATEGIC OBJECTIVE 3.	OPERATIONAL OBJECTIVES
<b>Innovative and competitive economy</b>	3.1. Development of research and development potential for the regional economy 3.2. Strengthening the links among the economy, science and regional business environment institutions 3.3. Supporting cooperative relations in the economy 3.4. Strengthening regional system for investment attraction and location

## Measures to achieve the operational objectives

### **OPERATIONAL OBJECTIVE 3.1. Development of research and development potential for the regional economy**

- strengthening scientific and research staff, including attraction of scientific talents,
- promoting pro-business attitudes in the academic community, leading to the emergence of the so-called spin-off companies,
- building a solid / practical links between science and business through a system of internships and scholarships in companies for researchers and Ph.D. students,
- supporting research and its implementation, promotion and commercialization of research results, inter alia, through regional research grants,
- building and development of research and development infrastructure of the region,
- promoting potential and research and development offer of the region in the country and abroad.

### **OPERATIONAL OBJECTIVE 3.2. Strengthening the links among the economy, science and regional business environment institutions**

- strengthening the potential of business environment, including creating links and networks and the promotion of their offer,
- strengthening and integrating the activities of research and development entities, business institutions and economic entities in the key regional industries and technologies, including smart specialisation,
- creating and supporting the development of innovation platforms, science and technology parks, incubators,
- building a solid/practical links between science and business of an economic nature (formation of consortia, trade alliances, etc.)
- initiating and strengthening the cooperation of representatives of business, science, business environment institutions in shaping the educational offer of the region, identifying research areas and development of new technological solutions.

### **OPERATIONAL OBJECTIVE 3.3. Supporting cooperative relations in economy**

- initiating the creation and supporting partnerships, networking, cooperation and bottom-up initiatives such as for the development of key regional industries and technologies,
- initiating and strengthening interregional and international cooperation, as well as promoting the region's economy by the voivodeship's self-government,
- promotion of innovation and new technologies developed in the region.

### **OPERATIONAL OBJECTIVE 3.4. Strengthening regional system for investment attraction and location**

- establishment of special economic zone for Opole region,
- strengthening the region's economic offer by preparing attractive investment areas for the investor,
- increasing the attractiveness of investment areas by equipping them in the needed social infrastructure,
- continuation and expansion of activities to attract business investment,
- developing professional care of the investor.

## Expectations towards the government administration

- supporting the development of special economic zone for Opole region,
- creating the conditions for more rapid use of land for investment,
- introduction of appropriate regulations to allow the involvement of private capital in the creation of research consortia,
- involvement of the business environments in the educational process and identification of fields of education of key importance for the economy,
- stimulating pro-innovation environments through a legal and tax system,
- analysis of real development potential of the so-called challengers of the Polish economy.

## Indicators of strategic objective implementation

STRATEGIC OBJECTIVE 3. Innovative and competitive economy					
Indicator name	Unit of measurement	Value in the base year	Basic year	Value/trend in the target year (2020)	Source
GDP per capita in PPS	UE27=100	50	2009	60	EUROSTAT
Expenditure on R&D in relation to GDP	%	0,23	2009	0,50	CSO
Share of employed in R&D in relation to the workers in the national economy sector	%	0,41	2010	0,45	CSO
Number of patents granted	number	65	2011	no less than 500 during the Strategy implementation	CSO
Granted protection rights of utility models	number	9	2011	no less than 70 during the Strategy implementation	CSO
Number of business incubators and science and technology parks	number	9	2012	increase	OCED <sup>89</sup>
Innovative businesses: – from the service sector – from the industrial sector	%	13,67 19,33	2010	15 21	CSO
The number of existing clusters / cluster initiatives in the voivode-ship	number	6	2012	increase	OCED
Investment area	ha	approx. 5000	2012	approx. 8500	OCED

## Entities involved in the implementation of the Strategy

- public administration;
  - the voivodeship's self-government,
  - local self-governments and their organisational units,
  - Government administration,

<sup>89</sup> Opolskie Centre for Economy Development.

- Agricultural Property Agency,
- providers of technical utilities (electricity, gas, water),
- General Directorate for National Roads and Motorways,
- business environment institutions,
- labour market institutions,
- media,
- NGOs,
- social partners,
- economic entities,
- Polish Information and Foreign Investment Agency
- Regional Directorates for Environmental Protection,
- R&D units,
- higher education institutions,
- voivodeships involved in the Western Poland 2020 initiative.

<b>CHALLENGE 2. COMPETITIVE ECONOMY BASED ON INNOVATION AND COOPERATION WITH SCIENCE</b>	<b>STRATEGIC OBJECTIVE 3. Innovative and competitive economy</b>
	<b>STRATEGIC OBJECTIVE 4. Dynamic enterprises</b>

## STRATEGIC OBJECTIVE 4. Dynamic enterprises

Micro, small and medium-sized enterprises, as well as less numerous, large economic entities play an important role in building a competitive position and strengthening the economic potential of the Opolskie Voivodeship. Therefore, it is important to enhance the growth potential of the business sector. Active and dynamic enterprises affect both the development growth of the region, as well as have positive impact on the labour market. In the face of demographic problems the Opolskie Voivodeship, it is necessary to build a strong business, support enterprises, including contemporary crafts.

An opportunity for businesses to compete effectively in a market is their continuous development, primarily by investing in new technologies and innovation. At the same time it is important that the business sector is open to the economy based on knowledge, as well as the willingness and openness to change, inter alia, as regards the organization and structures. The implementation of new or innovative solutions requires great investment, in particular financial expenditures. Therefore it will be necessary to develop a financial support system for enterprises, using both non-refundable and those more available – refundable instruments.

The market services sector is an important factor in the development of the region. It is very important for the competitiveness of the economy and quality of life for residents. Therefore it will be necessary to take actions for the development of new market services, taking into account the needs of young people and the ageing society.

To strengthen entrepreneurship in the region, it is important to develop national and inter-national economic cooperation, including the Czech-Polish border. It will contribute to improving the image of Opole business, as capable to cooperate with the international economic environment, on terms set out by the highest technical and organizational standards. One of the most effective ways to achieve a higher level of development is to use the knowledge of others and openness to experience of the most economically developed centres.

The internationalization of business, both on a regional and an individual level, will provide an opportunity to implement best business practices and way for the expansion of regional products outside the voivodeship.

STRATEGIC OBJECTIVE 4.	OPERATIONAL OBJECTIVES
<b>Dynamic enterprises</b>	4.1. Support for business development and modern crafts 4.2. Development of market services sector 4.3. Supporting international cooperation of enterprises

## Measures to achieve the operational objectives

### **OPERATIONAL OBJECTIVE 4.1. Support for business development and modern crafts**

- supporting the improvement of the competitiveness of enterprises, among others by increasing productivity and structural changes,
- supporting enterprises in the reduction of risks and costs associated with the implementation of innovation and an increase in the intellectual property rights protection,
- supporting the development of research and development activities and innovation in enterprises,
- increasing the level of competence and skills in the use of ICT in the business sector.

### **OPERATIONAL OBJECTIVE 4.2. Development of market services sector**

- supporting the development of market services, including services for seniors,
- creating conditions for the establishment and development of economic entities in the creative industries
- supporting the development of craft with the greatest potential and regional tradition,
- consolidated marketing efforts for regional craft sector and micro, small and medium-sized enterprises.

### **OPERATIONAL OBJECTIVE 4.3. Supporting international cooperation of enterprises**

- supporting enterprises in looking for foreign partners and interacting in business,
- developing efficient system of information on the regional market and external markets,
- promotion of enterprises in the external markets,
- developing supra-regional and international economic cooperation

## Expectations towards the government administration

- preparation of new legislation that authorise running the business as family businesses,
- amendment of the Law on public-private partnership,
- promotion of the IT environment and the possibility of its effective use operating in business,
- provide legal protection to businesses operating in the virtual economic space.



## Indicators of strategic objective implementation

STRATEGIC OBJECTIVE 4. Dynamic enterprises					
Indicator name	Unit of measurement	Value in the base year	Basic year	Value/trend in the target year (2020)	Source
Expenditures on the R&D in the industrial sector	PLN million	6,96	2010	increase	CSO
Share of businesses in expenditure on R&D	%	20,7	2010	30,0	CSO
Employment in the R&D in the business sector	osoba	91	2010	increase	CSO
Expenditures on innovative activity in enterprises	PLN million	287,99	2010	increase	CSO
Share of net income from the sale of innovative products in net income from the total sale in industrial enterprises	%	5,31	2010	7,0	CSO
Gross added value per 1 employee by type of activity:					
– total		95,8	2009	increase	CSO
– agricultural sector		116,3	2009	110–120	CSO
– industrial sector		102,2	2009	no less than 100	CSO
– construction sector	%	89,9	2009	increase	CSO
– trade, repair of motor vehicles, transportation and storage, accommodation and catering, information and communication	Poland =100%				
– financial and insurance activities, real estate activities		94,9	2009	increase	CSO
– other services		94,2	2009	increase	CSO
		93,1	2009	increase	CSO
Value of foreign capital in companies with foreign capital	PLN million	1525,6	2011	increase	CSO
Share of export in revenues from sales of goods and materials	%	22	2011	increase	CSO

### Entities involved in the implementation of the Strategy

- public administration;
  - the voivodeship's self-government,
  - local self-governments and their organisational units,
  - Government administration,
- financial institutions,
- business environment institutions,
- labour market institutions,

- media,
- NGOs,
- social partners, including social economy entities,
- private entities,
- Polish Agency for Enterprise Development,
- Polish Information and Foreign Investment Agency,
- energy companies,
- voivodeships involved in the Western Poland 2020 initiative,
- Polish embassies' departments for trade and investment promotion.

<b>CHALLENGE 3. ATTRACTIVE AREAS TO LIVE, INVEST AND REST</b>	<b>STRATEGIC OBJECTIVE 5. Modern services and attractive tourist and cultural offer</b>
	<b>STRATEGIC OBJECTIVE 6. Good accessibility of labour markets, goods and services</b>
	<b>STRATEGIC OBJECTIVE 7. High quality of the environment</b>

## STRATEGIC OBJECTIVE 5. Modern services and attractive tourist and cultural offer

Improvement of the attractiveness of the Opolskie Voivodeship as a place for living, business and leisure requires taking measures for the development of social services, as well as creating interesting recreation, sports, cultural and tourism offer.

Health state of residents and access to prevention and health services are all factors which constitute the quality of life in the region. Healthy and active society will be able to function longer in the labour market, which is important from the point of view of the demographic structure of the region and systematically aging population. The impact in this area is related to the need to invest in infrastructure, specialized equipment, equipment for healthcare providers. At the same time it will be necessary to further promote the development of e-services and the emergency medical system.

Availability of childcare centres for children in the Opolskie Voivodeship is one of the best in the country, however it is highly differentiated in the intra-regional system. Therefore, it will be necessary to increase the availability of childcare facilities and to improve of their infrastructure. Those activities, together with the gradual expansion of the offer of care of dependents, will increase the quality of life of residents.

High quality of educational services affects the positive image of the region. Potential of the regional labour market depends on the quality of these services, therefore it is so important to conduct systematic monitoring in this area for maintaining and improving the quality of education in the Opolskie Voivodeship. With a view to improving regional educational offer, investment in regional educational infrastructure at all levels of education should be increased, with particular emphasis on vocational training, which has a significant impact on the economic development of the region. Also investment in the infrastructure of research units as well as lifelong and practical education institutions will require support. Improvement of the state of teaching facilities and equipment, and adapting them to modern needs and teaching methods will be necessary, mainly through the purchase of equipment for teaching purposes, including ICT tools.

Universal access to broadband networks and the development of content and systems of such services (including health, education, culture and tourism) based on multi-level

integration of public record, so that it will be possible further development of the information society are the conditions for providing modern services. Measures undertaken in this area will contribute to the improvement of investment attractiveness of the region with relevance for attracting investors and business entities operating in Opole market. They will allow residents for satisfactory functioning in social and professional spheres, and free using electronic information resources in various areas of life.

Attractiveness of the region will increase with an increase in the competitiveness of tourism and cultural products . Therefore, it will be necessary to extend the tourist and cultural offer of the region through modernization and development of cultural heritage objects, including the role of Saint Anne Mountain as a tourism and recreation and pilgrimage centre, as well as Nysa, Brzeg, Paczków. In the promotion of the Opolskie Voivodeship on a supraregional level, Castle in Moszna and Opole as a city of music, historic buildings, recreation and culture should be used. Further development of hiking trails and accommodation, service and recreation facilities will have an impact on the attractiveness of tourism products. Tourism should also be based on the potential of the region which in particular consist in water resources, including Odra river, and natural riches (inter alia, Opawskie Mountains, Stobrawski Landscape Park, area of the valley of the Mała Panew river with Turawa lakes and paleontological excavations in Krasiejów) and locations of the qualities of health resorts (Pokój, Głuchołazy). The use of tourism potential should take into account absorption of the environment and not cause depletion of environmental qualities.

Sports and recreation are important factors in the development of the region, which have educational function and integrate society, and can also serve as tool for improving the quality of life and creating the image of the area.

Shaping of tourism, culture and sport areas raising the value of public space and affecting so called attractiveness of the business environment will be associated with the need to promote events organized in the region and increase accessibility to modern infrastructure.

STRATEGIC OBJECTIVE 5.	OPERATIONAL OBJECTIVES
<b>Modern services and attractive tourist and cultural offer</b>	5.1. Improvement of quality and accessibility of health care, childcare and educational services 5.2. Development of information society 5.3. Development of tourism, culture and sport services and their infrastructure

## Measures to achieve the operational objectives

### **OPERATIONAL OBJECTIVE 5.1. Improvement of quality and accessibility of health care, childcare and educational services**

- supporting the development of infrastructure and equipment of health care providers,
- supporting prevention measures, including educational programs and health promotion,
- supporting the development of the EMS ,
- supporting the development of the services sector taking into account and meeting needs of ageing population,
- supporting the development of infrastructure and equipment of childcare units,
- supporting the development of social housing,
- supporting the development of infrastructure and equipment of educational units.

### **OPERATIONAL OBJECTIVE 5.2. Development of information society**

- development of access to high-speed networks of next generation by constructing and modernizing of last mile<sup>90</sup> network and upgrading backbone and access broadband networks,
- development of e-services and ICT,
- supporting the implementation of solutions that integrate electronic public services and enable their inclusion in national and international networks, development of information data such as “Opolskie region on Internet”,
- increasing the level of competence and skills in the use of ICT techniques, including education for the needs of information society.

### **OPERATIONAL OBJECTIVE 5.3. Development of tourism services, culture and sport services and their infrastructure**

- development and promotion of tourism, culture and sport offer of the region,
- initiating and supporting cooperation between NGOs and the creation of cooperative networks, affecting the development of cultural activities, tourism and sport offer of the region,
- creating conditions for the development of cultural competence in the region,
- initiating and supporting the implementation of programmes to promote physical activity, tourism, culture in different environments and social groups,
- creating conditions for improvement and training of children and young people gifted in sports and for ensuring the continuity of sport training,
- interregional cooperation in the development of tourist products,
- construction, extension and improvement of the condition and accessibility of cultural infrastructure, including cultural heritage and tourism, spa, leisure and sport infrastructure,
- creating a coherent image of the Opolskie Voivodeship as a collection of high-quality tourism destinations in line with the principle of sustainable development,
- establishment of the Regional Cultural Centre, to encourage the development of cultural activities in the Opolskie Voivodeship,
- supporting the use of the tourist potential of Odra River

## **Expectations towards the government administration**

- increased funding for health care and social assistance,
- increased funding for the promotion and development of sport, culture and tourism
- information systems interoperability across the public administration, both government and local governments,
- creation and development of programmes complementary to the regional activities in the field of culture, sport and tourism – the operational programmes of the Ministry of Culture and National Heritage and the Ministry of Sport and Tourism.

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<sup>90</sup> Last Mile – the section between a backbone-distribution network node and the end user.

## Indicators of strategic objective implementation

STRATEGIC OBJECTIVE 5. Modern services and attractive tourist and cultural offer					
Indicator name	Unit of measurement	Value in the base year	Basic year	Value/trend in the target year (2020)	Source
The infant mortality rate	%	0,338	2010	lower than in Poland	CSO
Average life expectancy (at age 0): – females – males	age	80,4 73,0	2010	increase	CSO
Share of schools equipped with computers with Internet access for use of students: – primary – lower secondary – upper secondary	%	96,31 84,67 61,90	2011	increase	CSO
Households equipped with a personal computer with access to the Internet	%	63,4	2011	75,0	CSO
Enterprises (more than 9 employees) with their own website	%	59,0	2011	increase	CSO
Enterprises (more than 9 employees) with access to broadband Internet	%	64,7	2010	increase	CSO
Number of tourists (domestic and foreign) using collective tourist accommodation-facilities	thousand.	242	2011	260	CSO
Places in collective tourist accommodation	number	8213	2011	increase	CSO
Audience in cinemas per 1000 inhabitants	number	602	2011	increase	CSO
Audience in theatres and music institutions per 1000 residents	number	182,7	2011	increase	CSO
Events organized by houses, cultural centres, clubs and community centres	number	8376	2011	increase	CSO
Person who exercise is sport clubs (excluding religious clubs and students' sport clubs)	number	15 492	2010	increase	CSO

## Entities involved in the implementation of the Strategy

- public administration;
  - the voivodeship’s self-government,
  - local self-governments and their organisational units,
  - Government administration,
- organisational units of social assistance (public, private),
- educational units,
- churches and religious associations,
- NGOs,
- operators carrying out medical activities: full-time and 24/7 health services (hospital, other than a hospital) and ambulatory health services,
- private entities operating in the culture and tourism area,
- telecommunication companies
- cultural institutions,
- higher education institutions,
- voivodeships involved in the Western Poland 2020 initiative.

<b>CHALLENGE 3. ATTRACTIVE AREAS TO LIVE, INVEST AND REST</b>	<b>STRATEGIC OBJECTIVE 5. Modern services and attractive tourist and cultural offer</b>
	<b>STRATEGIC OBJECTIVE 6. Good accessibility of labour markets, goods and services</b>
	<b>STRATEGIC OBJECTIVE 7. High quality of the environment</b>

## STRATEGIC OBJECTIVE 6. Good accessibility of labour markets, goods and services

The transport system performs a key role in the development of integration processes and functional links within the region, but also the important external links, in particular between Opole agglomeration and national centres. Facing the need of catching up the transport infrastructure of the country and the region access to modern road, rail and water infrastructure of appropriate quality and efficient public transport system is the condition determining the possibility of the development, tourism and culture and innovation potential increase of the voivodeship.

Although the Opolskie voivodeship province is located on the route of the Pan-European Transport Corridor III with the A4 motorway, with a relatively dense network of roads and railways and with the only significant inland waterway on Odra river in Poland, it is not sufficient to ensure a satisfactory level of integration and functional links both on the regional as well as national and international systems. Improving the transport system requires connecting the centre of the region with effective transport network with the main centres of the economic life of the country and of Europe, in particular with neighbouring metropolitan areas (Wroclaw, Upper Silesia conurbation, Ostrava) and Warsaw. This will provide the opportunity to increase the intensity of the exchange among the main centres and thereby an increase in the investment opportunities, and the development of new economic, educational, tourism and cultural functions, not only in Opole agglomeration, but also in the entire region. At the same time a chance to develop a functional area on the border with Czech Republic,

whose peripheral location makes it difficult to fully use the opportunities of development the southern part of the voivodeship, will be a benefit from the increased accessibility of national and international systems, especially from the north to the south. Improvement of time access to the centre of the voivodeship will contribute to the mobility of residents of the region, both everyday (commuting, availability of services), weekend (recreation) and on a regular basis, related to the ability to change their place of residence in order to improve the living and working conditions, including access to the education, health and culture institutions leading in the region.

Lack of effective solutions in the field of collective transport is an essential barrier to development, which limits the mobility of labour resources, causes an increase in the load of inefficient road system with personal transportation, increases the amount of traffic pollution, but causes uncontrolled urban sprawl (suburbanization). Development of an integrated collective transport system will require investment in infrastructure, as well as rolling stock and road fleet for passenger collective transport, both in the cities and beyond their boundaries. It should meet, inter alia, modern standards for emissions, and provide travellers high levels of travel comfort with the use of audio-visual passenger information.

When planning the development of transport links, a valuable natural areas should be taken into account, and if possible they should be avoided.

Despite the fact that the number of road accidents is decreasing, measures to improve the safety of transportation routes are still necessary. It is particularly important to separate the circulation of vehicles from vulnerable road users (pedestrians and cyclists), particularly in urban and tourist areas.

STRATEGIC OBJECTIVE 6.	OPERATIONAL OBJECTIVES
<b>Good accessibility of labour markets, goods and services</b>	6.1. Development of transportation links 6.2. Improvement of access to Opole agglomeration 6.3. Integration of collective transport 6.4. Improvement of safety on routes

## Measures to achieve the operational objectives

### **OPERATIONAL OBJECTIVE 6.1. Development of transportation links**

- improving links, elimination of barriers and harmonizing transport parameters with the A4 motorway – part of Pan-European Transport Corridor III by:
  - linking motorway junctions with the system of national and voivodeship roads,
  - continuation of investment projects on voivodeship roads,
  - development of transport corridor on the north-south axis (Kępno-Namysłów-Opole-Prószków-Prudnik-Trzebina-Bartultovice), connected with TEN-T,
  - development of transport corridor on the east-west axis (Kudowa Stone-Kłodzko-Nysa-Niemodlin-Opole-Dobrodzień-Częstochowa),
- improvement of transport links between cities and functional areas of the region:
  - improvement of technical parameters of voivodeship roads,
  - building and modernisation of local roads leading to the centres of cities and towns, as well as higher order roads,
  - improvement of access to existing and planned investment areas
- elimination of “bottlenecks” on alternative road to the A4 motorway,
- elimination of “bottlenecks” of railway infrastructure,

- supporting the transport potential of the Odra river, including port infrastructure,
- construction of new road bridge crossings.
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**OPERATIONAL OBJECTIVE 6.2. Improvement of access to Opole agglomeration**

- proper connection of Opole agglomeration with the A4 motorway by building second road from the northern ring-road of Opole to the Prądy junction and improving connection between Opole and motorway from the south,
- building the circumferential ring around the city of Opole – construction of southern ring-road of the city,
- construction of additional motorway junction in the area of Prószków-Ochodze,
- measures to improve the connection of Opole agglomeration with Namysłów and Kluczbork and further towards Kępno and Syców (S8 road),
- creation of junction in the centre of Opole, where transportation lines of various transport types intersect,
- organisation of integrated collective transport system and bicycle paths in Opole agglomeration,
- intensification of measures on roads connecting the centre of the region with external areas of the voivodeship, in particular with centres of poviats, Polish-Czech border and northern part of the Opolskie Voivodeship,
- construction of new road bridge crossings in order to eliminate “bottlenecks” and congestion in internal and external connections of Opole agglomeration,
- development of modern solutions and management techniques and traffic monitoring, including Smart Transport Systems.

**OPERATIONAL OBJECTIVE 6.3. Integration of collective transport**

- construction of integrated collective transport system, which includes modern and eco-friendly vehicles, friendly stop and parking infrastructure (of „park and ride” type), efficient traffic organisation, integrated bicycle paths system and comprehensive passenger information,
- development and implementation of solutions encouraging to use collective transport and increasing mobility of employers, school youth, families with children and people with disabilities.

**OPERATIONAL OBJECTIVE 6.4. Improvement of safety on routes**

- adjusting existing road infrastructure and construction of new elements for safety improvement,
- minimising response time and reducing time needed to get to the injured in traffic accidents by the units of State Fire Service, volunteer fire departments, Medical Air Rescue and other specialised emergency services,
- increasing the speed and efficiency and retrofitting and modernization of technical equipment of emergency and police-prevention services,
- promotion and education of safe behaviours and appropriate attitudes of all road users.

## Expectations towards the government administration

- inclusion of the voivodeship road from Opole to Namysłów (No. 454) into the national road network as an important connection of Opole with the north-western part of the voivodeship supporting the increased traffic associated, among others, with the



development of PGE Mining and Conventional Energy SA of Opole Power Plant and surrounding investment areas,

- construction of express way from Kępno to Lubliniec through Olesno (S11) with extension of connections with regional roads,
- increasing investment funding for tasks associated with maintaining and development of technical infrastructure of the Odra river,
- creation of relevant policy relating to road traffic safety,
- increasing funding for the modernization and development of railway infrastructure.

## Indicators of strategic objective implementation

STRATEGIC OBJECTIVE 6. Good accessibility of labour markets, goods and services					
Indicator name	Unit of measurement	Value in the base year	Basic year	Value/trend in the target year (2020)	Source
Total public roads with improved hard surface per 100 km <sup>2</sup>	km	82,4	2011	increase	CSO
Operating railway lines per 100 km <sup>2</sup>	km	9,2	2011	no less than 9.2	CSO
Regular lines of national bus transport	number	458	2010	no less than 458	CSO
Transportation of passengers in public transport	million people	28,7	2010	no less than 25	CSO
Number of fatalities in road accidents	number	99	2011	decrease by 1/3	CSO

## Entities involved in the implementation of the Strategy

- public administration;
  - the voivodeship's self-government,
  - local self-governments and their organisational units,
  - Government administration,
- companies providing insurance services,
- General Directorate for National Roads and Motorways Division in Opole
- educational units,
- National Water Management Authority,
- organisers of collective transport,
- railway operators, railway infrastructure managers,
- operators providing services in collective transportation of persons,
- Regional Water Management Authorities,
- State Fire Service, volunteer fire departments, Police, emergency services, Medical Air Rescue,
- Board of the Voivodeship of Land Reclamation and Water Facilities,
- Voivodeship Road Traffic Centre,
- voivodeships involved in the Western Poland 2020 initiative,
- managers of stations and stops.

<b>CHALLENGE 3. ATTRACTIVE AREAS TO LIVE, INVEST AND REST</b>	<b>STRATEGIC OBJECTIVE 5. Modern services and attractive tourist and cultural offer</b>
	<b>STRATEGIC OBJECTIVE 6. Good accessibility of labour markets, goods and services</b>
	<b>STRATEGIC OBJECTIVE 7. High quality of the environment</b>

## STRATEGIC OBJECTIVE 7. High quality of the environment

Geographical environment – its reserves, as well as quantitative and qualitative status, and distribution are the crucial endogenous factors of sustainable development of each region. Environmental conditions for the development of the region lie in its natural riches and their values, as well as in the phenomena and processes which stem from the environment. Features of the natural area and environmental status of the voivodeship determine directly the course of its development and the ways of space organisation.

Existing natural reserves of the Opolskie Voivodeship are subject to constant exploitation, which results in the progressive degradation of the environment. Environmental protection will be implemented in a comprehensive way, and will be based on the change of existing standards of consumption and behaviour, focused on efficient and rational use and respect for the environmental resources. Implementation of new technologies in the technical infrastructure, completion of the construction of the wastewater management system, including especially the main underground water reservoir areas (GZWP 333, 335, 332), an increase in the share of recovery, and eliminating the practice of illegal dumping of waste will be essential.

Measures aimed at supporting low-carbon economy, including energy efficiency, development and use of low carbon technologies will contribute to the improvement of the environment quality. The diversity of resources and their quantitative and qualitative potential, in particular biomass, wind, water and heat from the earth, will encourage the development of renewable energy sources (RES), in order to achieve a significant amount of energy from modern energy sources.

Ensuring a sustainable balance between the environmental, social and economic elements will require measures to optimise the natural system of the voivodeship, create conditions for the preservation of biodiversity of the region, as well as the rational use of mineral resources and soils. These measures will be supported by active environmental education.

In the face of increasingly frequent occurrence of natural disaster and civilisation hazards it will be necessary to undertake measures to develop a regional system of response and disposal of their effect. A change in approach to flood protection consisting in reconstruction of flood protection infrastructure will be necessary, as well as continuation of measures related to construction and repair of parts of flood banks (including among others in the valleys of the Odra, Nysa Kłodzka, Mała Panew, Stobrawa, Biała Głuchołaska and Opawa rivers) and other hydrotechnical constructions. Increasing natural and artificial retention, forest cover and afforestation in connection with reservoir retention will play an important role in counteracting the phenomena of drought and reducing local water deficits in the growing seasons.

It will be also important to develop early warning system of occurring hazards and equip fire departments, police and other emergency services with modern equipment to remove the effects of natural disasters and civilisation hazards.

STRATEGIC OBJECTIVE 7.	OPERATIONAL OBJECTIVES
<b>High quality of the environment</b>	7.1. Improvement of the environment through development of technical infrastructure 7.2. Supporting low-carbon economy 7.3. Development of environmental system, the protection of landscape and biodiversity 7.4. Rational use of natural reserves 7.5. Preventing and dealing with effects of natural and civilisation hazards

## Measures to achieve the operational objectives

### **OPERATIONAL OBJECTIVE 7.1. Improvement of the environment through development of technical infrastructure**

- construction, expansion and modernisation of existing electric power, heat and gas networks,
- construction, expansion and modernization of water supply, water treatment plants, sewage and water treatment plants,
- development of waste management, including regional treatment plants of municipal waste and construction of communal selective waste collection points.

### **OPERATIONAL OBJECTIVE 7.2. Supporting low-carbon economy**

- development of low-carbon energy sources, including the construction, expansion and modernization of the main sources of energy generation,
- introduction of modern, innovative energy technologies, including the promotion of co-generation<sup>91</sup> of heat and electricity,
- development of energy based on RES, in particular biomass, wind, water, heat from the earth, the sun,
- improvement of energy efficiency of residential and commercial buildings, and industrial facilities,
- development of innovative low-carbon technologies (according to BAT<sup>92</sup>),
- improvement of air quality – implementation of air protection programmes.

### **OPERATIONAL OBJECTIVE 7.3. Development of environmental system, protection of landscape and biodiversity**

- strengthening and development of the core areas of the natural system, including existing and planned forms of nature conservation, including refuges of the European ecological network Natura 2000,
- creating system of the so called green infrastructure, including ecological corridors ensuring stability and continuity of natural processes and spatial coherence of the system,

<sup>91</sup> Co-generation – technological process for the simultaneous production of electricity and useful thermal energy in power plant or other facility generating energy.

<sup>92</sup> BAT (Best Available Techniques) – according to IPPC, a standard for determining pollutant emissions into the environment for large industrial facilities – the most effective and advanced level of technology development and their methods of operation in terms of environmental protection.

- in situ conservation of endangered habitats and species including wetlands, forests and agricultural area, as well as ex-situ conservation of endangered species, for example by creation of the botanical gardens,
- further increase in forest cover in connection with the formation of specific species and age structure to ensure sustainability of the biological wealth, high productivity and regeneration capacity of forest,
- adjustment of landscaping to the natural predisposition of space and landscape values combined with regional traditions of settlement and instruments of socio-economic and spatial planning,
- protection of natural and cultural landscape of the region, in accordance with the conditions laid down in the European Landscape Convention,
- limiting the spread of populations of alien species, particularly posing threat to native species,
- conservation and restoration of characteristic planting system, including roadside avenues,
- maintenance of so far occurring environmental mosaicism.

**OPERATIONAL OBJECTIVE 7.4. Rational use of natural reserves**

- soil protection, especially of the highest bonitation grades, as well as organic soil, against intending for purposes unrelated to the natural disposition, geodynamic processes (wind, water and linear erosion) or against pollution,
- rational use of soil, inter alia, by increasing area of organic and integrated farming,
- implementation of agri-environmental programs and good agricultural practices,
- protection and rational use of documental mineral deposits (especially those of key importance for lime and cement industries),
- recultivation, revitalisation and restoration of degraded, devastated and anthropogenically transformed land, in particular, abandoned mining areas and river valleys,
- supporting local and supra-local development initiatives carried out on the basis of documented special reservoirs of thermal and mineral waters,
- protection of the quantity and quality of underground and overground water, particularly in the areas of GZWP 333 and Odra river basin.

**OPERATIONAL OBJECTIVE 7.5. Preventing and dealing with effects of natural and civilisation hazards**

- preventive flood protection (spatial development plans, maps of hazards and flood risks)
- implementation of flood protection measures (among others, enlargement of open areas of rivers, slowing down the outflow of flood and rain water, increasing retention and forest micro-retention),
- completion of construction and modernisation of the necessary flood banks,
- construction of polders in the Odra valley and the construction of small water reservoirs,
- construction, modernization and maintenance of basic and detailed drainage facilities,
- retrofitting units of state and volunteer fire departments, police and water companies with the necessary equipment to remove the effects of natural disasters and civilization hazards,

- development of monitoring tools, such as creation of local system of hazards' identification and early warning, including SMS service and construction of weather radar,
- undertaking efforts to build flood reservoirs in neighbouring voivodeships to increase safety of Opolskie Voivodeship and development of cross-border cooperation in delivering flood control tasks,
- creating systems providing for retention of rainwater sewage from urban areas and their recovery.

## Expectations towards the government administration

- drawing up the Act on renewable energy sources, implementing rational mechanisms of renewable energy sources, financing,
- updating the Environmental Protection Act and the Act on Spatial Development and Planning taking into account, inter alia, development of legal mechanisms to optimise the natural systems and the basis of protection of the spatial order, based on the principles of the European Landscape Convention,
- efficient implementation of instruments to minimise the risk of flooding (flood risk maps, flood risk management plans) and development of system solutions related to flood insurance,
- revising national energy policy in the context of the use of conventional, non-conventional and renewable energy,
- supporting investments planned for the implementation in the region related to the improvement of energy security and an increase in energy efficiency.

## Indicators of strategic objective implementation

STRATEGIC OBJECTIVE 7. High quality of the environment					
Indicator name	Unit of measurement	Value in the base year	Basic year	Value/trend in the target year (2020)	Source
Share of population with access to gas network	%	41.6	2010	increase	CSO
Share of population with access to sewage network	%	59.2	2010	increase	CSO
Waste (excluding municipal waste) recycled (% of total generated waste)	%	82.9	2011	increase	CSO
Electricity consumption per 1 million of GDP (in PLN)	GW*h/zł	0.156	2009	decrease	CSO
Total emission of dust/gas from particularly onerous plants (excluding carbon dioxide)	thousand tons/year	67.57	2011	decrease	CSO

**STRATEGIC OBJECTIVE 7. High quality of the environment**

Indicator name	Unit of measurement	Value in the base year	Basic year	Value/trend in the target year (2020)	Source
Carbon dioxide emissions from particularly onerous plants	thous. tons/year	13 901.6	2011	decrease	CSO
Legally protected area with the highest natural values (% of total area)	%	27.2	2010	increase	CSO
Consumption of water for the needs of national economy and people during a year: – total – Industry – agriculture and forestry – operation of water supply network – operation of water supply network for the household	dam <sup>3</sup>	109 527.7 41 553 29 616  38 358.7  29 404.7	2011	decrease decrease decrease  decrease  decrease	CSO
Share of separately collected municipal waste in the total weight of waste: – total – household	%	7.02 7.96	2010	increase increase	CSO
Surface water quality by JCP (in each category) by chemical condition (I-V) – good condition – below good condition	%	13 87	2010	increase decrease	VIEP
by category/ecological potential (I-V) – II – III – IV – V	%	11 66 6	2010	increase increase increase	VIEP
Quality of groundwater – I – II – III – IV – V	measuring point	0 1 13 9 6	2011	increase increase increase increase decrease	VIEP
Capacity of water reservoirs and polders – reservoirs retention	million cubic meters	401.56	2010	increase	VBLRWF

## STRATEGIC OBJECTIVE 7. High quality of the environment

Indicator name	Unit of measurement	Value in the base year	Basic year	Value/trend in the target year (2020)	Source
Number of endangered species of flora and fauna in the voivodeship: – flora – fauna	pcs	460 72	2008 2004	decrease decrease	RDEP
Number of extinct species of flora and fauna in the voivodeship	pcs	110	2008	decrease	RDEP
Number of plant communities in danger of extinction in the voivodeship	pcs	179	2008	decrease	RDEP

### Entities involved in the implementation of the Strategy

- public administration;
  - the voivodeship’s self-government,
  - local self-governments and their organisational units,
  - Government administration,
- administrators of regional municipal waste treatment plants,
- research units,
- State Forests,
- NGOs,
- State Fire Service and volunteer fire departments, Police
- economic entities,
- energy companies,
- Regional Directorate for Environmental Protection (RDEP),
- Regional Water Management Authorities in Wroclaw, Gliwice and Poznan (RWMA),
- farmers,
- water companies,
- higher education institutions,
- municipal facilities,
- mining companies,
- Opole Region Landscape Parks Complex,
- inter-gmina associations,
- Voivodeship Fund for Environmental Protection and Water Management (VFEPWM),
- Voivodeship Inspector for Environmental Protection (VIEP)
- Voivodeship Board of Land Reclamation and Water Facilities in Opole (VBLRWF),
- voivodeships involved in the Western Poland 2020 initiative.

<b>CHALLENGE 4. SUSTAINABLE DEVELOPMENT OF OPOLE AGGLOMERATION, CITIES AND RURAL AREAS OF THE REGION</b>	<b>STRATEGIC OBJECTIVE 8. Competitive Opole agglomeration</b>
	<b>STRATEGIC OBJECTIVE 9. Urban areas as growth poles</b>
	<b>STRATEGIC OBJECTIVE 10. Multifunctional rural areas</b>

## STRATEGIC OBJECTIVE 8. Competitive Opole agglomeration

Opole region is seriously affected by the outflow of people and drain of intellectual capital. Therefore, it is necessary to take measures to equip Opole agglomeration in attributes specific to regional centres, generating growth and providing for the strength of the entire region. It is necessary to enhance the capacity of Opole agglomeration, so that, thanks to its strength and outreach, it could become a centre for supra-regional development, offer high-quality jobs, and create the conditions for successful business. This will be supported by measures for developing metropolitan functions, strengthening the internal and external institutional, social and infrastructure links and the intensive development of the service sector.

Special significance should be attributed to the measures related to the development and modernisation of transport infrastructure which determines: improvement of functional connections within Opole agglomeration and beyond, development of attractive labour market and investment markets, building business relationships, and fosters the development of higher-order functions.

Creative industries and culture are the special areas where metropolitan functions should be reinforced. In this perspective, Opole agglomeration should attract modern creative class, gradually transform into open centre using creative potential of multicultural society of the region and values stemming from the heritage of other cultures. It is also important to support organisation measures of cultural, sporting, recreational, social and economic project of national and international importance.

Build a strong regional centre requires taking measures to attract public and private sector institutions (of economic, social and politic importance) to the region, as well as R&D institutions and related people. It is also important to ensure the proficient functioning of the local self-government institutions at all levels.

Increasing the attractiveness of the region as a place to live and work entails in parallel measures related to ensuring spatial order, preventing the processes of disordered urbanisation and spatial chaos. Revitalization of industrial and residential districts, aiming to restore the lost socio-economic functions and pave the way for remanagement will be a matter of special importance.

Institutional links within the agglomeration should be also strengthened, among others, through intensification of cooperation of local self-government administration in Opole agglomeration in spatial planning and socio-economic development and the implementation of joint and integrated projects.

Creating the image of Opole, Opole region as an area of opportunity and success should be one of the most important tasks of local self-governments as strong Opole agglomeration will strengthen the position of the region, particularly in the field of cooperation and competition in various spheres with other regional centres. Attractive and high-quality jobs, educational, cultural, recreational and housing offers, as well as services and public safety should be priority areas of marketing communications of the agglomeration.



STRATEGIC OBJECTIVE 8.	OPERATIONAL OBJECTIVES
<b>Competitive Opole agglomeration</b>	8.1. Development and strengthening of metropolitan functions 8.2. Development of agglomeration space along with strengthening institutional and social links 8.3. Creating positive image of the agglomeration and development of cooperation with regional centres

## Measures to achieve the operational objectives

### **OPERATIONAL OBJECTIVE 8.1. Development and strengthening of metropolitan functions**

- strengthening the competitive position of Opole agglomeration in the area of market and non-market services through the development of higher-order functions:
  - economic through the development of economic cooperation of the agglomeration at national and international level, supporting the location of companies and financial institutions headquarters,
  - scientific through strengthening research potential,
  - transport (improvement of road and rail transport connections in the internal and external system),
  - in the field of tourism, culture, sport and health.

### **OPERATIONAL OBJECTIVE 8.2. Development of agglomeration space along with strengthening institutional and social links**

- using planning and land management and planning instruments for delivery of common spatial policy of agglomeration,
- revitalisation of degraded industrial and residential districts,
- restructuring and regeneration of areas of key importance for agglomeration development,
- rationalisation of use of accelerated urbanization areas,
- supporting measures related to creation of creative space
- cooperation of local self-government administration in the area of water supply, sewage disposal, energy and heat supply, telecommunication network access, waste management facilities, collective transport, joint educational, cultural and sport initiatives and consistent promotion.

### **OPERATIONAL OBJECTIVE 8.3. Creating positive image of the agglomeration and development of cooperation with regional centres**

- development of common and uniform connecting way of the agglomeration with the surrounding area,
- integration of efforts to promote the agglomeration,
- developing a sense of identity among residents of the agglomeration,
- development of network cooperation with regional centres.

## Expectations towards the government administration

- subsidizing the construction of road and rail infrastructures and improving the accessibility of the agglomeration from inside and outside of the region,

- supporting the development of existing metropolitan function, including strengthening university and research functions,
- strengthening and development of the regional transport systems integrating the labour market.

## Indicators of strategic objective implementation

STRATEGIC OBJECTIVE 8. Competitive Opole agglomeration					
Indicator name	Unit of measurement	Value in the base year	Basic year	Value/trend in the target year (2020)	Source
Coverage of Opole agglomeration area with local land management plans	%	42.8	2010	increase	OMOV <sup>93</sup>
Registered businesses per 1000 inhabitants of Opole agglomeration	number	111.0	2011	increase	CSO
Housing stock in Opole agglomeration (flats per 1000 inhabitants)	number	334.9	2010	increase	CSO
Number of students per 1000 inhabitants in Opole agglomeration	number	98.0	2011	increase	CSO
Collective tourist accommodation establishments in Opole agglomeration	number	42	2011	increase	CSO

## Entities involved in the implementation of the Strategy

- public administration;
  - the voivodeship's self-government,
  - local self-governments and their organisational units,
  - Government administration,
- cultural institutions,
- business environment institutions,
- educational units,
- clusters,
- the media,
- NGOs,
- economic entities,
- private units operating in the field of creative industry and culture,
- R&D units,
- artistic community,
- higher education institutions,
- voivodeships involved in the Western Poland 2020 initiative.

<sup>93</sup> Office of the Marshal of the Opolskie Voivodeship.

<b>CHALLENGE 4. SUSTAINABLE DEVELOPMENT OF OPOLE AGGLOMERATION, CITIES AND RURAL AREAS OF THE REGION</b>	<b>STRATEGIC OBJECTIVE 8. Competitive Opole agglomeration</b>
	<b>STRATEGIC OBJECTIVE 9. Urban centres as growth poles</b>
	<b>STRATEGIC OBJECTIVE 10. Multifunctional rural areas</b>

## STRATEGIC OBJECTIVE 9. Urban centres as growth poles

Cities of Opolskie Voivodeship vary in terms of the development potential that build their localisation and settlement attractiveness. Instruments creating and enhancing their attractiveness should be adapted to the specificity, problems and importance of particular cities, and should take into account the interdependence between the urban centres of various ranks and functions. Strong and attractive urban centres entail different measures than small or depressive centres, and measures aimed at central and border cities should be also different.

Opole is a key urban centre affecting the rate and dynamics of the entire region. Special importance in term of the sustainable development of the region have also poviat towns, and particularly sub-regional centres: Brzeg, Kędzierzyn-Koźle, Kluczbork and Nysa. Strengthening of multifunctional poviat centres in creating favourable conditions required for living, working and running business will improve the functional relationships with their surroundings, which in turn will allow to avoid the concentration of population in the voivodeship city over the depopulation of rural areas. Other cities should act as local growth poles that will enable better integration of Opole agglomeration and regional system by providing access to goods and services to residents of the adjacent rural areas. At the same time it is required to develop the specialisation of smaller urban centres. Intensification of cross-border cooperation will contribute to building of economic, social and cultural relationships.

Increase in the competitiveness of Opolskie Voivodeship cities will be supported by the development of human resources and social capital, entrepreneurship, and attractive investment offer. Access to good quality public services in the field of education, health, culture and sports will be also important. The access to this services determines life conditions of residents and may influence investors' decisions who assessing the city as an attractive place to live for their families (including benefits for the elderly) and potential workers, will take decision on the location of business activity.

While strengthening the competitiveness of Opolskie Voivodeship cities such issues as climate change and reduced availability of resources should also be considered. All measures aimed at the improvement of socio-economic conditions should take into account environmental and spatial consequences, according to the concept of sustainable development.

One of the main problems of urban development of Opolskie Voivodeship is the presence of areas where negative social phenomena are accumulated (high unemployment, low level of economic activity, higher intensity of pathological phenomena), that make the space more and more marked by social inequality and the basic needs of residents in these areas are not catered. Therefore, in addition to strengthening the economic potential of cities it is necessary to take measures to improve the spatial order and revitalization of degraded areas.

STRATEGIC OBJECTIVE 9.	OPERATIONAL OBJECTIVES
<b>Urban centres as growth poles</b>	9.1. Supporting economic and social potential of cities 9.2. Improvement of spatial order and revitalisation of urban areas

## Measures to achieve the operational objectives

### OPERATIONAL OBJECTIVE 9.1. Supporting economic and social potential of cities

- supporting the development of infrastructure and institutional conditions for increasing investment and job creation,
- development of specialisations and economic functions,
- development and improvement of access to good quality public services, customized, inter alia, to the needs of aging population,
- construction and modernization of social infrastructure, such as education, health, culture and sports and recreation,
- counteracting climate change, inter alia, by optimising water resource management, better use of renewable energy, improvement of energy efficiency, rationalization waste management, increasing of green areas surfaces.

### OPERATIONAL OBJECTIVE 9.2. Improvement of spatial order and revitalisation of urban areas

- enhancing coordination and cooperation among local self-governments administration in the field of spatial planning and socio-economic development within the urban functional areas,
- counteracting uncontrolled urbanization and spatial chaos,
- improving the attractiveness of city centres,
- revitalization of urban areas by restoring the conditions for living, running the business and services development,
- activation of degraded areas, including development of socio-economic functions,

## Expectations towards the government administration

- strengthening and maintaining service functions (public sector and its institutions) in the sub-regional centres and poviats towns.

## Indicators of strategic objective implementation

### STRATEGIC OBJECTIVE 9. Urban centres as growth poles

Indicator name	Unit of measurement	Value in the base year	Basic year	Value/trend in the target year (2020)	Source
Urbanisation rate	%	52.3	2011	not applicable	CSO
Workers in the cities (excluding businesses employing up to 9 persons and persons employed on private farms in agriculture; without foundations, associations, political parties, trade unions, social organizations, employers' organizations, economic and trade self-government, clergy, voivodeship = 100%)	%	77.68	2011	increase	CSO
Employment rate (15 years and over) in cities	%	49.4	2011	increase	CSO
Registered businesses per 1000 residents in urban areas	number	123.2	2011	increase	CSO

## Entities involved in the implementation of the Strategy

- public administration;
  - the voivodeship’s self-government,
  - local self-governments and their organisational units,
  - Government administration,
- business environment institutions,
- educational units,
- NGOs,
- economic entities,
- higher education institutions,
- voivodeships involved in the Western Poland 2020 initiative

<b>CHALLENGE 4. SUSTAINABLE DEVELOPMENT OF OPOLE AGGLOMERATION, CITIES AND RURAL AREAS OF THE REGION</b>	<b>STRATEGIC OBJECTIVE 8. Competitive Opole agglomeration</b>
	<b>STRATEGIC OBJECTIVE 9. Urban centres as growth poles</b>
	<b>STRATEGIC OBJECTIVE 10. Multifunctional rural areas</b>

### STRATEGIC OBJECTIVE 10. Multifunctional rural areas

Multifunctionality of rural areas should be built through a series of measures drawing on the potential of Opole region agriculture, but also the development opportunities that lie in the area of non-agricultural activity. Inseparable element of this process are people living in rural areas who are aware of that local communities need to cooperate and be activated.

Opole Village Renewal Programme has been conducted since 1997 in the Opolskie Voivodeship – the largest and longest lasting regional programme in Poland for local communities activation aimed at developing social, economic and cultural relationships in rural areas. It is important to search for new incentives within the programme, further development and promotion of the results achieved so far.

Restructuring of agriculture, unemployment, marginalization of many rural areas require the development of entrepreneurship in non-agricultural area as an alternative form of earning. The development of such entrepreneurship should help to create new jobs, manage free resources, and contribute to reducing economic migration.

Shape of terrain making for crops and favourable climate and soil conditions make intensive agriculture one of the key areas of economic growth of the region. As one of the leading industries of the regional economy it should strive to increase the competitiveness by consolidating, economic development of family farms and use of results of Post-Registration Variety Testing. Specialisation of agricultural production, including the production of high-quality food and environmental food is also important. Moreover, identification and promotion of traditional products produced in the voivodeship are essential agricultural and food industry is classed as sector of strategic importance for the economic development of the Opolskie Voivodeship. Its role should be further strengthened, and the measures should aim to increase the competitiveness of the sector, which will further, inter alia, supporting farms treated as a base of practical education.

In the Opolskie Voivodeship the fishing sector is important, which has a large potential for development. In this regard, it will be necessary to take measures to improve the condition and water quality of fish-breeding ponds and adjust production and infrastructure to the growing demand for certain species of fish, including inter alia the introduction of new fish species which used to be present in the region, such as trout and sturgeon. The promotion of areas dependent upon fishery as well as increasing the awareness of how beneficial fish are for our health should be especially underlined.

The key will be to stimulate innovation and creation of favourable standards of cooperation between different sectors. It would be desirable to create a network of cooperation and collaboration with the R & D sector, which should encourage the development of modern agri-food industry using innovative applications in the field of biotechnology and genetics and new technologies of food preservation and production. Active participation of R & D sector will be also essential under measures supporting the product quality certification.

Management of rural areas, as an essential element in creating territorial cohesion, requires the implementation of measures which use spatial planning instruments. The investment policy should also include the activation of settlements' centres and degraded areas, as well as border rural locations.

STRATEGIC OBJECTIVE 10.	OPERATIONAL OBJECTIVES
<b>Multifunctional rural areas</b>	10.1. Supporting non-agricultural economic activity and local initiatives 10.2. Development of multifunctional agriculture and fisheries 10.3. Development of agri-food sector 10.4. Well-balanced management of space

## Measures to achieve the operational objectives

### **OPERATIONAL OBJECTIVE 10.1. Supporting non-agricultural economic activity and local initiatives**

- creating the conditions for the development of local community (Opole Village Renewal Programme, Leader approach),
- development and promotion of non-agricultural activities, such as in the area of agri-tourism and recreation activity,
- creating local public services,
- identification, promotion and commercialisation of the regional and local traditional products.

### **OPERATIONAL OBJECTIVE 10.2. Development of multifunctional agriculture and fisheries**

- strengthening the capacity of agriculture through the Post-Registration Variety Testing,
- strengthening the specialisation of agriculture (including, inter alia livestock production, especially milk)
- development of sustainable agriculture, including the development and use of ecological areas to strengthen multifunctional agriculture,
- differentiation of functions of rural areas and the creation of local labour markets,
- supporting the consolidation of farms,

- development of economic cooperation of farmers and producer groups,
- development of fisheries, including aquaculture development and non-production values of carp ponds, promotion and development of direct sales and consumption of regional and Polish fish.

### **OPERATIONAL OBJECTIVE 10.3. Development of agri-food sector**

- supporting the high-quality agri-food production using agricultural resources of the region and its specialization in the processing of meat as well as fruit and vegetable processing,
- supporting the development of entrepreneurship in the field of agri-food production with the use of direct sales,
- supporting the cooperation between agri-food sector and research and development sector in the region.

### **OPERATIONAL OBJECTIVE 10.4. Well-balanced management of space**

- strengthening spatial policy with the use of development planning instruments (local land management plans, study of conditions and directions of land management)
- reducing scattering of investment activity (multi-purpose investment),
- preventing scattering processes of rural settlement,
- revitalization of locations' centres and activation of degraded areas,
- enhancing the importance of landscape values.

## Expectations towards the government administration

- counteracting the use of high-quality agricultural land for non-agricultural purposes,
- preventing the outflow of the public sector in rural and urban-rural communities,
- regulation of legislative issues related to GMOs in Poland.

## Indicators of strategic objective implementation

STRATEGIC OBJECTIVE 10. Multifunctional rural areas					
Indicator name	Unit of measurement	Value in the base year	Basic year	Value/trend in the target year (2020)	Source
Number of locations participating in the Opole Village Renewal Programme	number	676	2011	increase	DRW <sup>94</sup> (OMOV)
Number of farms not engaged in agricultural activities	number	8.0 thousand	2010	no less than 8.0	CSO
Share of agriculture, hunting, forestry and fishing in GVA (gross added value)	%	4.2	2009	from 3.2 to 5.2	CSO
Number of certified organic farms	number	49	2010	increase	CSO
Registered economic entities per 1000 residents in rural areas	number	66.6	2011	increase	CSO

<sup>94</sup> Department of Agriculture and Countryside Development.

## Entities involved in the implementation of the Strategy

- public administration;
  - the voivodeship’s self-government,
  - local self-governments, their organisational and auxiliary units (village councils),
  - Government administration,
- consulting institutions,
- business environment institutions,
- educational units,
- Local Action Groups,
- Local Fisheries Group,
- NGOs,
- cultural centres,
- economic entities,
- farmers,
- craftsmen,
- R&D units,
- higher education institutions.

### 4.4. Consistency of the Development Strategy for the Opolskie Voivodeship until 2020 with other strategic documents

Preparation process of the new Development Strategy for the Opolskie Voivodeship until 2020 was conducted during the period when the key objectives of the national and EU policies had been already defined. It allowed maintaining the necessary consistency of the Strategy with priorities and targets set out in strategic and programme documents of higher level (Table 13). The key indicators for the Strategy were drawn primarily from the *National Strategy of Regional Development 2010–2020: Regions, Cities, Rural Areas and the Europe 2020 strategy*. The table below shows the consistency of the strategic objectives set in the Strategy with the objectives and measures identified in the NSRD and thematic objectives set out in the draft regulations of the European Commission pursuing *Europe 2020* priorities.



**Tabela 13.** Consistency of the Development Strategy for the Opolskie Voivodship until 2020 with strategic documents of the national and EU level

STRATEGIC OBJECTIVE OF DSOV	National Strategy of Regional Development 2010–2020		National Development Strategy 2020		Europe 2020
	Objectives of regional policy	Directions of regional policy under the objective	Strategic area	Strategic objectives	Thematic objectives, implementing specific priorities of the Europe 2020 Strategy
1. COMPETITIVE AND STABLE LABOUR MARKET	Support to the competitive growth of the regions	Construction of competitive basis in the voivodeships thematic measures	Competitive economy	Human capital development	Promoting employment and supporting labour mobility
	Support for the growth of competitiveness of regions	Construction of competitive basis in the voivodeships thematic measures	Social and territorial cohesion	Social integration	Promoting social inclusion and combating poverty Investing in education, skills and lifelong learning
2. ACTIVE REGIONAL SOCIETY	Support for the growth of competitiveness of regions	Construction of competitive basis in the voivodeships thematic measures	Effective and efficient state	Transition from development administration to development management	Protecting the environment and promoting resource efficiency
	Establishment of conditions for efficient, effective and partnership implementation of development activities targeted at territories	Support to the construction of social capital for the regional development on the basis of network of cooperation between various actors of regional policy	Effective and efficient state	Improvement of the conditions for satisfying the individual needs and activity of citizens	Enhancing institutional capacity and an efficient public administration
3. INNOVATIVE AND COMPETITIVE ECONOMY	Support for the growth of competitiveness of regions	Construction of competitive basis in the voivodeships thematic measures	Competitive economy	Increasing the innovativeness of the economy	Strengthening research, technological development and innovation
	Establishment of conditions for efficient, effective and partnership implementation of development activities targeted at territories	Support to the construction of social capital for the regional development on the basis of network of cooperation between various actors of regional policy			

STRATEGIC OBJECTIVE OF DSOV	National Strategy of Regional Development 2010–2020		National Development Strategy 2020		Europe 2020
	Objectives of regional policy	Directions of regional policy under the objective	Strategic area	Strategic objectives	Thematic objectives, implementing specific priorities of the Europe 2020 Strategy
4. DYNAMIC ENTERPRISES	Support to the competitive growth of the regions	Construction of competitive basis in the voivodeships thematic measures	Competitive economy	Strengthening macroeconomic stability	Strengthening research, technological development and innovation
	Support to the competitive growth of the regions	Construction of competitive basis in the voivodeships thematic measures	Competitive economy	Increasing the use of digital technologies	Enhancing competitiveness of small and medium-sized enterprises, the agricultural sector and the fisheries and aquaculture
5. MODERN AND ATTRACTIVE TOURISM AND CULTURAL OFFER	Establishment of conditions for efficient, effective and partnership implementation of development activities targeted at territories	Support to the construction of social capital for the regional development on the basis of network of cooperation between various actors of regional policy	Social and territorial cohesion	Providing access and specific standards of public services	Enhancing access to and use and quality of information and communication technologies
	Support to the competitive growth of the regions	Construction of competitive basis in the voivodeships thematic measures	Competitive economy	Increasing the efficiency of transport	Promoting sustainable transport and removing bottlenecks in key network infrastructures
6. GOOD ACCESSIBILITY OF LABOUR MARKETS, GOODS AND SERVICES	Support to the competitive growth of the regions	Construction of competitive basis in the voivodeships thematic measures	Competitive economy	Increasing the efficiency of transport	Promoting sustainable transport and removing bottlenecks in key network infrastructures
	Establishment of territorial cohesion and preventing the marginalisation of problem areas	Increasing transport accessibility to voivodeship centres situated within the areas with the lowest accessibility	Competitive economy	Increasing the efficiency of transport	Promoting sustainable transport and removing bottlenecks in key network infrastructures

STRATEGIC OBJECTIVE OF DSOV	National Strategy of Regional Development 2010–2020		National Development Strategy 2020		Europe 2020
	Objectives of regional policy	Directions of regional policy under the objective	Strategic area	Strategic objectives	Thematic objectives, implementing specific priorities of the Europe 2020 Strategy
7. HIGH QUALITY OF THE ENVIRONMENT	Support to the competitive growth of the regions	Construction of competitive basis in the voivodeships thematic measures	Competitive economy	Energy security and the environment	Protecting the environment and promoting resource efficiency Promoting sustainable transport and removing bottlenecks in key network infrastructures Supporting the shift to the low-carbon economy in all sectors Promoting climate change adaptation, risk prevention and management
	Support to the competitive growth of the regions	Strengthening the metropolitan functions of voivodeship centres and integration of their functional areas Construction of competitive basis in the voivodeships thematic measures	Social and territorial cohesion	Strengthening the mechanisms for territorial development balancing and spatial integration in order to develop and make a full use of the regional potentials	
8. COMPETITIVE OPOLE AGGLOMERATION	Support to the competitive growth of the regions	Support to the construction of social capital for the regional development on the basis of network of cooperation between various actors of regional policy			
	Establishment of conditions for efficient, effective and partnership implementation of development activities targeted at territories				

STRATEGIC OBJECTIVE OF DSOV	National Strategy of Regional Development 2010–2020		National Development Strategy 2020		Europe 2020
	Objectives of regional policy	Directions of regional policy under the objective	Strategic area	Strategic objectives	Thematic objectives, implementing specific priorities of the Europe 2020 Strategy
9. CITY CENTRES AS GROWTH POLES	Support to the competitive growth of the regions	Establishing conditions to disseminate development processes and increase their absorption outside voivodeship cities	Social and territorial cohesion	Strengthening the mechanisms for territorial development balancing and spatial integration in order to develop and make a full use of the regional potentials	Improving the competitiveness of small and medium-sized enterprises, the agricultural sector and the fisheries and aquaculture
	Establishment of territorial cohesion and preventing the marginalisation of problem areas	Restructurisation and revitalisation of cities and other areas losing their previously fulfilled socio-economic functions			
10. MULTIFUNCTIONAL RURAL AREAS	Support to the competitive growth of the regions	Establishing conditions to disseminate development processes and increase their absorption outside voivodeship cities	Social and territorial cohesion	Strengthening the mechanisms for territorial development balancing and spatial integration in order to develop and make a full use of the regional potentials	Improving the competitiveness of small and medium-sized enterprises, the agricultural sector and the fisheries and aquaculture
	Establishment of territorial cohesion and preventing the marginalisation of problem areas	Support to rural areas with the lowest level of inhabitants' access to goods and services, following the development possibilities			

Source: Own elaboration based on the country and the EU strategy documents



# System of the Strategy implementation



## 5.1. Principles of the Strategy implementation

Development Strategy for the Opolskie Voivodeship until 2020 will be implemented in compliance with the rules of the EU Cohesion Policy and the principles set out in the national strategic documents, including the *National Strategy of Regional Development 2010–2020: Regions, Cities, Rural Areas*.

The main principles of preparation and implementation of the Strategy are<sup>95</sup>:

- **principle of concentration** (geographic and thematic) – meaning a concentration of limited financial and organisational resources on separate geographical areas where an external intervention is needed to fully use the development potential, and consisting in focusing interventions on measures aimed at strategic areas determining competitiveness of regions/territories in the long term or limiting interventions to specific measures/projects;
- **principle of partnership** and cooperation – understood as participation, co-decision and the co-responsibility of public entities (i.e. national, regional, local institutions) and private for the implementation of the Strategy, as well as cooperation (based on mutual trust) in the implementation of joint projects, as well as monitoring and evaluation of measures in the implementation of the Strategy;
- **principle of coordination** – meaning the close and complex relationship between various public and private entities carrying out diverse development projects with the use of group of instruments of institutional, legal and planning nature;
- **principle of subsidiarity** – assuming the planning and the implementation of the Strategy by various entities at the lowest possible administrative level that guarantees the highest effectiveness of its implementation;
- **principle of multi-level management of regional development processes** – related to the institutional networks at European – national – regional – local level, allowing for greater involvement of socio-economic partners in the implementation of the Strategy;
- **principle of integrated territorial approach (*place-based approach*)** – concerning better use of hidden or misused resources (including human resources) and the specialization of territories with different levels of development, based on internal (endogenous) growth potential and responding to the specific needs of the region and enabling the implementation of interventions responding to the development challenges adapted to the local conditions;
- **principle of making decisions based on reliable information** – ensuring the implementation of the Strategy in the context of the objective facts, data, conclusions, recommendations and economic and social scientific theories (*evidence-based policy*) with a transparent and efficient system of monitoring and evaluation;
- **principle of sustainable development** – meaning the integration of the objectives and requirements of environmental protection with other policies, strategies and measures.

## 5.2. Model of the Strategy implementation

Model of the implementation of the Development Strategy for the Opolskie Voivodeship until 2020 uses the solutions included in the new approach to the development policy in Poland and resulting from the debate on the new Cohesion Policy after 2014.

<sup>95</sup> See *The National Development Strategy 2010–2020...*, op. cit., pp. 73–80.



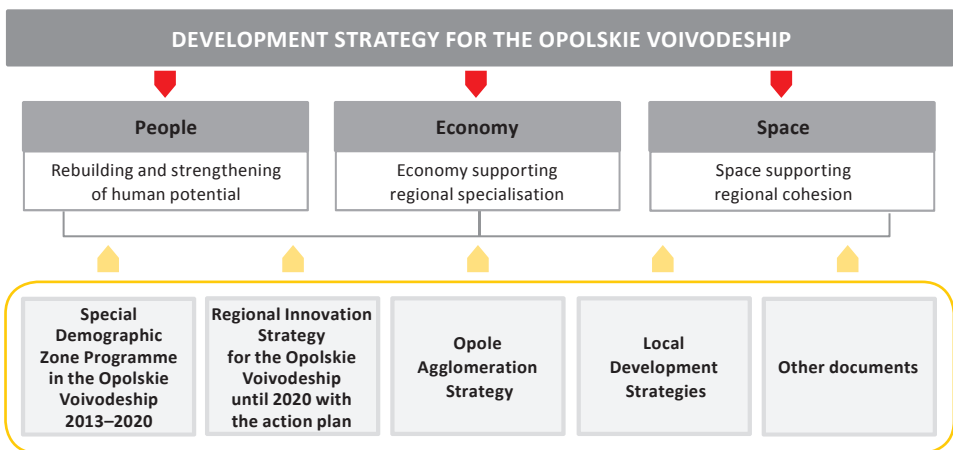
There is an important connection between the structure and the functioning of the institutions responsible for the implementation of the Development Strategy for the Opolskie Voivodeship until 2020 and the effectiveness of its instruments. These are institutions which use the specific instruments, and their status, authority and knowledge determine effectiveness of the adopted regional policy in practice.

Effectiveness of the implementation of the Strategy will depend on the internal and external factors, which include:

- linking the regional policy carried out by the voivodeship self-government with policies delivered at national and the EU levels;
- taking into account in local development strategies developed by local self-government administration from the Opolskie Voivodeship, the directions for voivodeship development adopted in the Strategy;
- coordination of measures of all partners of the Strategy implementation;
- consistency of regional authorities of next terms in delivering adopted directions of the voivodeship development;
- degree of identification of inhabitants of the Opolskie Voivodeship and regional actors with the Strategy;
- stability of the social and economic situation in the country, in particular countries of the European Union and the world.

Implementation of the Strategy will be based on three dimensions: people, economy and space. This will create a model of the delivery of the region development vision until 2020 (Figure 8). The process of the implementation will take place through programmes and strategies. A Special Demographic Zone Programme will be the most important form the point of view of the horizontal challenge.

**Figure 8.** Model of the implementation of the Development Strategy for the Opolskie Voivodeship until 2020



Source: Own elaboration.

For the effective implementation of the Strategy, management, cooperation and coordination mechanisms as well as monitoring and evaluation mechanism will be used, included in existing planning documents, and based on the solutions set out in the framework of a new approach to the development policy, including:

- **efficient management system** which includes, among others implementing instruments (i.e. sectoral strategies and programmes), institutional instruments, legal and administrative instruments (i.e., including contracts and agreements);
- **efficient system of cooperation and coordination** taking into account:
  - instruments to ensure the consistency of measures undertaken in the region with the national public policies, i.e. such as Territorial Contract<sup>96</sup>,
  - instruments for strengthening partnership and dialogue between levels (between government, voivodeship self-government and local self-government); and between the territories (between local self-government administration and other entities from different areas of the region) through the Regional Territorial Forum,
  - instruments for raising awareness and increasing participation of residents of the voivodeship and regional actors in achieving the development objectives of the region, including the development of partnerships cooperation;
- efficient monitoring and evaluation system allowing for ongoing and reliable verification of the achievement of the strategic objectives of the Opolskie Voivodeship.

### 5.3. Entities involved in the Strategy implementation

Development Strategy for the Opolskie Voivodeship until 2020 will be carried out by a number of institutions, organizations, companies operating in the region and for the region as well as on the national level as well as in the international sphere, particularly in the European Union. The entity responsible for the realisation, implementation and achievement of intended objectives of the Strategy is the Self-Government of the Opolskie Voivodeship, on behalf of which the Board of the Opolskie Voivodeship acts.

Wide range of partners representing among others local self-government administration, government administration, higher education institutions, NGOs, socio-economic institutions, entrepreneurs and business environment institutions will be involved in the implementation of the Strategy. Supra-regional cooperation will be also important, including international cooperation with other self-governments, institutions and socio-economic environments. Departments and offices of the Opolskie Voivodeship Marshal's Office and the voivodeship self-government organisational units will be obliged, through their work plans, to implement the provisions included in the Strategy. The cooperation with the mentioned environments is a condition for achieving the objectives assumed therein.

Government administration will be an important partner of the Self-Government of the Opolskie Voivodeship. It is the minister responsible for regional development with whom the Board of the Opolskie Voivodeship will sign the Territorial Contract – an agreement that will determine the financial resources of the European Union and the state budget for the voivodeship for the period 2014–2020. Other strategic development projects will be indicated in it. The Contract will enable the coordination of financial support in achieving the objectives of the Strategy from the national and regional levels.

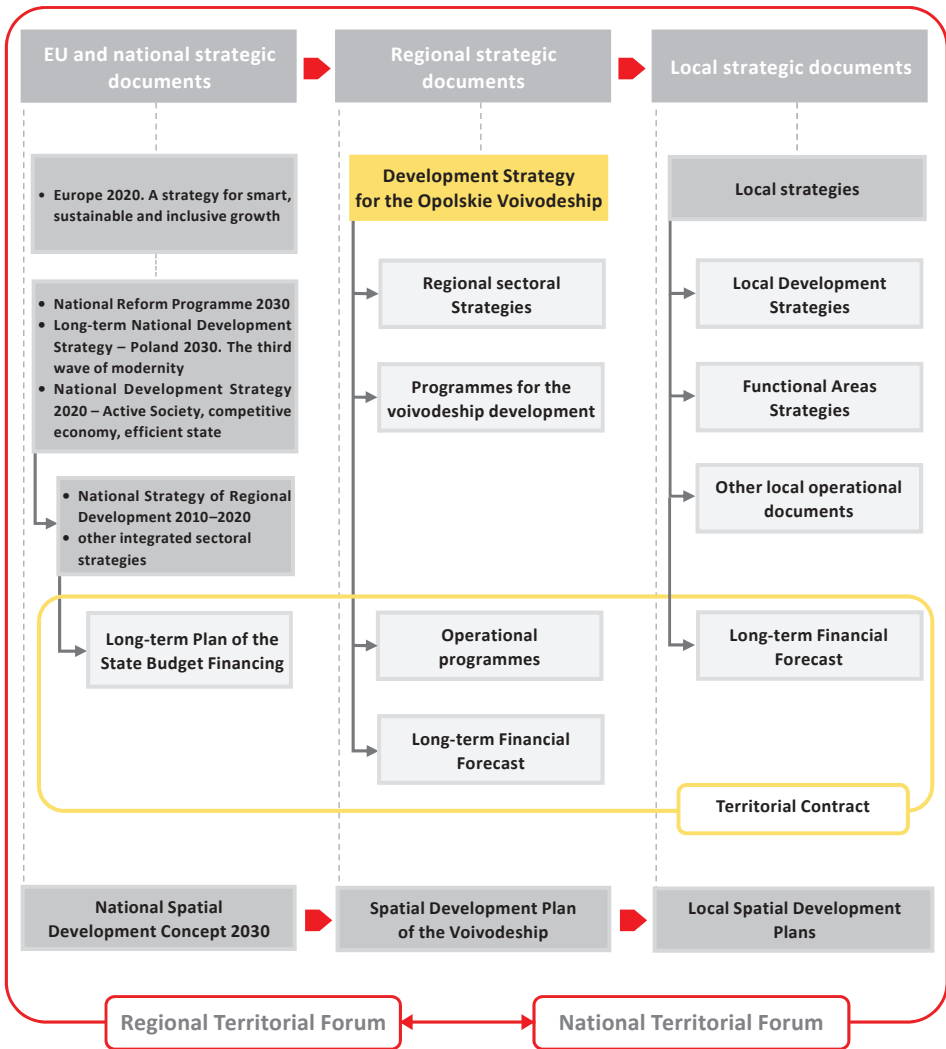
<sup>96</sup> Territorial Contract is a programme coordination instrument for improving the effectiveness of territory-oriented development measures (mainly investment), carried out by various public and determined in the process of negotiations between the government and voivodeship self-government.

## 5.4. Instruments of the Strategy implementation

Instruments for the implementation of the Development Strategy for the Opolskie Voivodeship until 2020 are subject to changes resulting from the solutions adopted in the development policy. To achieve the objectives of the Strategy it is necessary to use the existing instruments. In the Opolskie Voivodeship the instruments were divided into: planning, programme, financial and institutional instruments (Figure 9):

- **planning:**
  - **regional sectoral strategies** – documents which define directions of the voivodeships development in the self-government operation area, such as health, tourism, labour market, innovation. The Board of the Opolskie Voivodeship will make decisions whether to prepare each of the thematic strategy;
  - **local development strategies** – are documents setting directions of a region development at a local level
- **programme:**
  - **programmes for the voivodeship development** – are documents further specifying the Strategy and improving the effectiveness of its implementation. The Board of the Opolskie Voivodeship will make decisions whether to prepare the programme. It is assumed that Special Demographic Zone Programme in the Opolskie Voivodeship will be the most important one in the voivodeship, postulating to cover the region with special set of measures to prevent further depopulation;
  - **operational programmes** – are the main instruments for implementing the strategy in specific areas. These programmes in particular are: Regional Operational Programme, Rural Development Programme and the Operational Programme for Fisheries which will be finance by the EU funds;
- **financial:**
  - **public and private funds** – included in the long-term financial projections of local governments administration, long-term financial plan of the state budget, and in budgets of economic entities;
- **institutional:**
  - **Territorial Regional Forum** – instrument to encourage discussion about the strategic directions of the region development and the measures related to the implementation of development policy by the voivodeship self-government. Territorial Regional Forum will serve as a platform for the exchange of information and experience among the actors of regional policy;
  - **Opole Region Teritorial Observatory** – instrument which is an element of the national system of territorial observatories whose task is to monitor and evaluate public intervention in the region and to provide ongoing and systematic information on regional development;
  - **Monitoring Committee** – group of people giving opinions on the implementation of EU programmes at the regional level.

**Figure 9.** Instruments of the implementation of the Strategy in connection with EU, national and local planning levels.



Source: Own elaboration based on EU, national, regional and local strategic documents.

Strategy sets the key directions of the region development. Local strategic documents should be part of the assumptions of the adopted regional policy which will contribute to improving its effectiveness. This is not equivalent to limiting freedom of action and possibility to implement development projects adopted at the local level.

## 5.5. Financing of the Strategy implementation

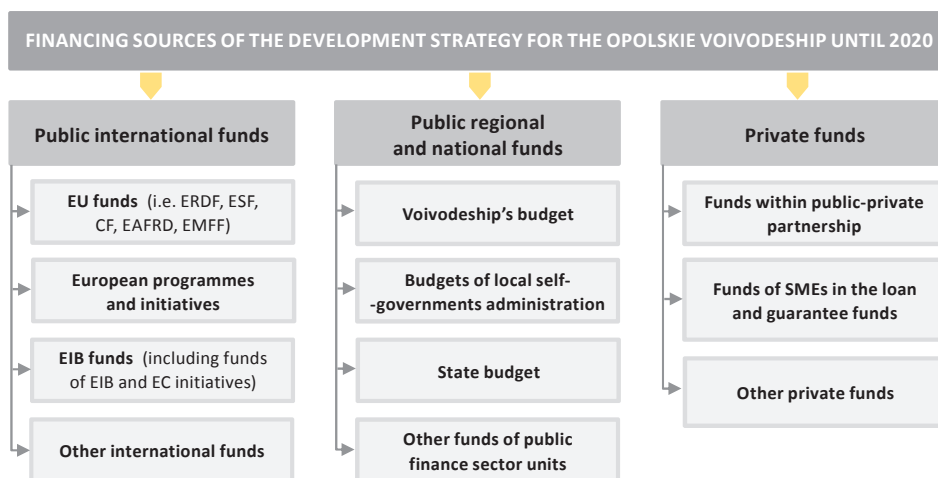
Assumptions for the implementation of the development policy at the regional level until 2020 in the area of multilevel and partnership approach to development<sup>97</sup>, as well as a wide range of strategic and operational objectives identified in the Strategy require the involvement and cooperation of all regional partners, i.e. local governments, economic entities, NGOs and other institutions. This allows for the inclusion of many financing sources in Strategy implementation (Figure 10).

General and directional nature of the document, the ongoing discussion on the new EU financial perspective and initial projections in the allocation of national resources for regional development, make the financing of the Strategy can be defined in general outline through identifying future sources of financing and an indication of the conditions for their acquisition and absorption.

Financing of the Strategy implementation will be based in particular on:

- public international funds, including those from the EU funds and the EU financial instruments;
- public regional and national funds, including resources from the voivodship budget, the state budget (including earmarked funds), budgets of local governments and other public finance sector entities;
- private funds.

**Figure 10.** Financing sources of the Development Strategy for the Opolskie Voivodeship until 2020



Source: Own elaboration.

### Public international funds

Public international funds – having regard to the time horizon of the Strategy, i.e. 2020 – these are primarily resources from EU funds available for the programming period 2007–2013 and, in particular, the resources available for the period 2014–2020, i.e.:

<sup>97</sup> National Regional Development Strategy 2010–2020 ..., op. cit, p 191.

- Regional Operational Programme of the Opolskie Voivodeship 2014–2020 (European Regional Development Fund<sup>98</sup> and European Social Fund<sup>99</sup>);
- national programs financed by the European Regional Development Fund,<sup>100</sup> European Social Fund, Cohesion Fund<sup>101</sup> European Agricultural Fund for Rural Development and European Maritime and Fisheries Fund<sup>102</sup>, set, among others, by agreement of the Territorial Contract and obtained by entities from the region;
- programs for cross- border supra-regional and international cooperation.

Moreover, among the European funds which will be able to support the implementation of the Strategy until 2020, are:

- funds from European programs and initiatives, including, for example “Connecting Europe” (road infrastructure), “Horizon 2020” (research and innovation), “Erasmus for All (education and training),” Leonardo da Vinci “(education and training, social innovation), LIFE (environment, climate change), the European Union Programme for Social Change and Innovation, Programme for the Competitiveness of Enterprises and SMEs (COSME) 2014–2020;
- funds from the European Investment Bank for the financing of instruments, such as direct bank loans, bank loans with government guarantees, credit lines run through banks (direct bank loans and guarantee of the Treasury) and the so-called global bank loans (loans for banks allocated to loans for beneficiaries);
- financial engineering instruments of the European Investment Bank and the European Commission, such as JESSICA<sup>103</sup> and JEREMIE<sup>104</sup>.

<sup>98</sup> European Regional Development Fund is a fund whose purpose is to support the regions by correcting imbalances in relation to richer and more developed regions. It supports such areas as infrastructure investments, strengthening of SMEs, innovation and R & D, tourism and culture, information society, environment protection.

<sup>99</sup> European Social Fund is a fund created to improve the quality and availability of jobs and employment opportunities in the European Union. ESF is engaged, among others, in: supporting employment policy and the labour market, lifelong learning, improving qualifications of human resources for the economy, promotion of entrepreneurship, social inclusion, education.

<sup>100</sup> Cohesion Fund is an instrument of EU structural policy, but not one of the structural funds. The Fund supports large investments in the transport and environment sectors Assistance from the Cohesion Fund is provided to countries not regions, as in the case of the ESF and ERDF.

<sup>101</sup> European Agricultural Fund for Rural Development is an instrument of the EU’s Common Agricultural Policy, aimed at supporting regions of the Member States of typically agricultural structure. The Fund finances, among others, projects aimed at sustainable development of the agriculture and forestry, improving the competitiveness of the agri-food economy, environmental improvement, tourism development, infrastructure development, improving access to services and improving the quality of life in rural areas.

<sup>102</sup> European Maritime and Fisheries Fund is a new initiative of the European Commission for the period 2014–2020, related to the reform of the Common Fisheries Policy. Its objectives include support for the transition to sustainable fisheries and achieving good economic results by the sector. The Fund will support among others productive, innovative, as well as training and education investment. The instrument will replace the European Fisheries Fund.

<sup>103</sup> JESSICA initiative is a financial engineering instrument developed by the European Commission, the European Investment Bank (EIB) and the Council of Europe Development Bank (CEB), designed to promote investment in urban areas. JESSICA allows for the use of EU structural funds in the return system which offers a revolving financial instruments (loan, guarantees), giving the opportunity to make better use of the structural funds and to obtain the participation of financial institutions, banks and entrepreneurs.

<sup>104</sup> JEREMIE initiative (Joint European Resources for Micro to Medium Enterprises) is a joint venture between the European Commission and the EIB Group designed to facilitate access to capital for micro-, small and medium-sized enterprises. JEREMIE is a fund for the implementation of structural funds, going beyond the system of subsidies and assuming support for measures using financial engineering instruments, in accordance with Art. 44 Council Regulation No. 1083/2006.

The Strategy may be financed also from other international funds, i.e. as non-returnable funds of international financial institutions such as the World Bank, non-refundable funds of the European Economic Area available, i.e. in the current and subsequent editions of, among others, Norwegian Financial Mechanism, Financial Mechanism of the European Economic Area, and funds from the Swiss-Polish Cooperation.

## Public regional and national funds

At the regional level the voivodeship budget<sup>105</sup> will be a direct tool for financing the implementation of the Strategy. It is assumed that the Strategy will be the basis for planning of expenditures of voivodeship budget and the development of long-term investment plans. In additions measures for stronger links between budgetary expenditures and the Strategy's objectives will be undertaken.

Another source of financing of the Strategy implementation will be the state budget funds acquired as a result of Territorial Contract negotiations and indirectly as a result of the activity of regional and local authorities, as well as regional entities. They include, among others, funds from national earmarked funds, funds of sectoral ministries, funds from the Treasury guarantees and others.

Allocation of national funds that will be available for the implementation of the Strategy in the Opolskie Voivodeship will be determined based on the provisions of the NSRD 2010–2020. The largest pool of national funds (63%) will be allocated for pro-development issues that support the competitiveness of regions. Approximately 30% of funds will be allocated for the support of compensatory and restructuring measures, and about 7% for the improvement of the implementation of public policies of territorial importance<sup>106</sup>.

Funds of local self-government administration from the Opolskie Voivodeship and those of other public sector entities will participate in the financing of the Strategy implementation, and will be invested in projects that affect the achievement of the objectives of the Opolskie Voivodeship.

## Private funds

In addition to the use of public funds effective implementation of the Strategy will require the development of new solutions that enabling to increase financial involvement of private entities, including in the implementation of infrastructure projects, as well as improving access to financial resources for private entities.

These measures will increase business investment and thus effective development of the regional economy. The involvement of private funds is beyond the direct influence of the authorities of the region, however, initiatives will be taken to increase their participation in the financing of the Strategy through tools such as:

- public-private partnership – which is a mechanism to stimulate public sector investment, especially in infrastructure, by creating optimal conditions for the implementation of public projects with the participation of private partners.
- loan and guarantee funds for SMEs, i.e. instruments that are designed to increase the availability of external funding, increase in investment activity and increase in activity in the field of business.

<sup>105</sup> See the Public Finance Act of August 27, 2009, Journal of Laws of 2009 No. 157, item 1240, as amended.

<sup>106</sup> *National Strategy of Regional Development 2010–2020 ...*, op. cit, pp. 196.

In addition, other private funds may participate in the Strategy implementation which will be allocated for projects consistent and complementary with public projects relevant to the socio-economic development of the Opolskie Voivodeship.

Involvement of all the above sources of financing and the amount of funds will be conditional upon, among others, the final distribution of European and national funds for regional policy after 2013, investment and administrative potential of entities from the Opolskie Voivodeship and effective co-operation of public and private sector for the implementation of the Strategy.

## 5.6. Monitoring and evaluation of the Strategy

Implementation of efficient and effective solutions for monitoring and evaluation of the Development Strategy for the Opolskie Voivodeship until 2020 will allow for the ongoing assessment of the development processes taking place in the region. These measures will take place, *inter alia*, by building an integrated process of monitoring and evaluation of the Strategy and by undertaking complementary measures by entities carrying out those two processes.

Monitoring of the Strategy implementation is a process of a systematic data collection and analysis. It will serve to ensure the Strategy implementation in line with the adopted assumptions and objectives, using primarily the system of indicators set for each strategic objective of the DSOV<sup>107</sup>.

Evaluation of the Strategy will be understood as an estimate of the value and assessment of the effects of the Strategy carried out at all stages of its implementation.

Monitoring and evaluation system of the Strategy in the Opolskie Voivodeship will be based on the following principles:

- integrity of the monitoring and evaluation process of the development policy with the evaluation of the structural funds, in particular operational programmes implemented in 2007–2013 programming period<sup>108</sup> and in 2014–2020 programming period;
- objectiveness of the Strategy and policies implementation in the context of reliable facts, figures and socio-economic theories (*evidence based policy*);
- complementarity of the planned monitoring and evaluation measures;
- transparency of ongoing research and analysis, including their promotion among a wide audience;
- partnership and participation of various institutions and entities in the creation of regional policy, including monitoring and evaluation (at both regional and national level) – Figure 11.

<sup>107</sup> Indicators to monitor the achievement of the Strategy objectives are set out in the Chapter 4.3 (following the descriptive part of each strategic objective) and in the Appendix 4. List of indicators may be modified primarily due to the data availability. Moreover, during the monitoring process of the DSOV the set of indicators identified in the document may be extended for example by qualitative indicators for which data could be drawn from analysis, reports and evaluations.

<sup>108</sup> Evaluation practice was inaugurated in the Opolskie Voivodeship with the launch of EU programmes in the period 2007–2013. Then a systematic and integrated assessment of the efficiency and effectiveness of the instruments and administrative actions began, as well as assessment of the impact of the structural funds on the socio-economic situation, in particular under the Regional Operational Programme for the Opolskie Voivodeship for the 2007–2013 period and the regional component of the Human Capital Operational Programme.

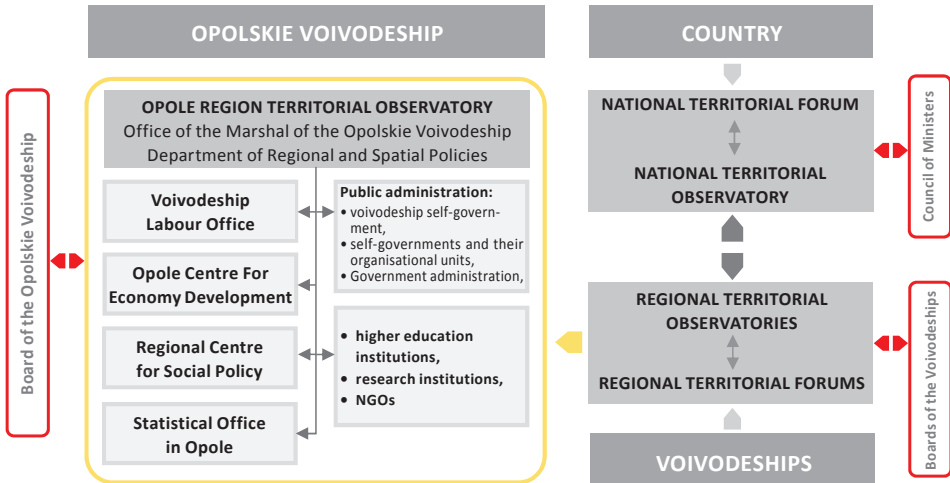


Design and coordination of institutional and organizational arrangements responsible for implementing appropriate mechanisms for monitoring and evaluation in the Opolskie Voivodeship will take place through: Regional Territorial Forum and Regional Territorial Observatory (The Opole Region Territorial Observatory – ORTO).

Tasks of the Opole Region Territorial Observatory will include in particular:

- building and development of an appropriate monitoring system of regional development processes and the effects of policy development;
- research, evaluation and analysis of the situation, trends and forecasting scenarios for the voivodeship development in the economic, social and spatial dimensions;
- monitoring and evaluation of progress in the implementation of development priorities established at regional level, including the preparation of a report on the development of the voivodeship (at least once every three years) and the current development of regional expertise and analysis;
- analysis of trends of regional interventions set in the programming phase, including the formulation of recommendations for changes to the policy in accordance with the principle of *evidence-based policy*;
- active cooperation within the network for the exchange of experiences and information with the institutions of the regional policy monitoring system in the voivodeship, as well as bilateral cooperation with the National Territorial Observatory and with other regional observatories established in particular voivodeships<sup>109</sup>.

**Figure 11.** Actors involved in the monitoring and evaluation of regional policy (national and regional levels)



Source: Own elaboration.

<sup>109</sup> See *National Regional Development Strategy 2010–2020...*, op. cit, pp. 169–170 and the presentation of P. Żuber, The system of monitoring of public policies in terms of the territory based on a system of national and regional territorial observatories (NTO) and (RTO) , and 1st meeting of the National Territorial Observatory, Department of Structural Policy Coordination, Ministry of Regional Development, Warsaw, 16 May 2012.

The monitoring and evaluation of the Development Strategy for the Opolskie Voivodeship until 2020 will generate the formation of different kinds of outcomes useful from the perspective of programming, implementation and accountability of public intervention. The most important of them are presented in Figure 12.

**Figure 12.** Outcomes of the monitoring and evaluation of the Development Strategy for the Opolskie Voivodeship until 2020



Source: Own elaboration.

It is assumed that one of the tasks of the above systems is to manage data and information resource and to formulate relevant and useful recommendations for decision-making process and ongoing monitoring of the Strategy implementation.



# Appendices



## APPENDIX NO. 1

### Stages of the preparation of the Development Strategy for the Opolskie Voivodeship until 2020

Board of the Opolskie Voivodeship started the process of preparing a new regional strategy document, taking into account a number of reasons, which first of all include: new circumstances for voivodeship development, essential changes in the way of conducting development policy at both EU and national level, as well as the so-called formal and legal circumstances arising from changes related to the current institutional and legal order. Starting the process of developing the Development Strategy for the Opolskie Voivodeship until 2020 was preceded by:

- analysis of the conclusions of the Report of the Monitoring of the Development Strategy for the Opolskie Voivodeship for the period 2004–2007,
- preparation of the Report on the socio-economic situation of the Opolskie Voivodeship. Strategic Diagnosis (February 2011)
- becoming familiar with the solutions suggested by the Ministry of Regional Development in two documents:
  - Guide to update the regional strategies, taking into account the national and EU circumstances,
  - Guidelines for the development strategy set out in the Plan of development strategy arrangement,
- analysis of the assumptions of the new concept of regional policy and the overriding EU and national strategic documents,
- analysis of the changes in the legal environment, namely:
  - in the Act of 5 June 1998 *on voivodeship self-government* (Journal of Laws of 2001 No. 142, item 1590, as amended),
  - in the Act of 6 December 2006 *on principles of conducting development policy* (Journal of Laws of 2009 No. 84, item 712, as amended).

### Principles of the Strategy development

Board of the Opolskie Voivodeship in the Strategy development process took into account the following principles that governed the implementation of the entire project:

- **principle of partnership and cooperation** through which representatives of various regional environments and representatives of institutions and entities mentioned in art. 12 of the Act *on voivodeship self-government* engaged into the work on the Strategy;
- **principle of cohesion** through which the assumptions and objectives of the Strategy taking into account specific circumstances of development shall be consistent with the solutions adopted in cohesion policy and Polish development policy;
- **principle of openness** according to which at the stage of both diagnostic and propositional work dialogue with the regional community on issues important for the further development of the voivodeship was conducted;
- **principle of transparency** guaranteeing the transparency of the measures taken and keeping regional community informed about the progress in work on the preparation of the Strategy.

## Legal framework of the process of the Strategy development

- Resolution No. IV/65/2011 of the Opolskie Voivodeship Assembly of 22 February 2011 on *laying down principles, procedures and timetable for drafting of the development strategy for the Opolskie Voivodeship*, which entrusted the Board of the Opolskie Voivodeship with the responsibility for coordination and managing the entire process and preparation of a draft new Strategy.
- Resolution No. 402/2011 of the Board of the Opolskie Voivodeship of 8 March 2011 on the *starting work to update the development strategy for the Opolskie Voivodeship* which launched the process of preparing a new document, while specifying a detailed schedule of work envisaged under this project. The resolution has been modified in order to secure an appropriate time for the particular stages of the work. Changes were adopted by the following Resolutions No. 1164/2011 of 7 September 2011, No. 1989/2012 of 20 March 2012, No. 2240/2012 of 17 May 2012.
- Resolution No. 623/2011 of the Board of the Opolskie Voivodeship of 26 April 2011 on the *appointment of the Team for the updating of the Development Strategy for the Opolskie Voivodeship*, whose role was to support the Board of the Opolskie Voivodeship in the preparation of a new document. The resolution was modified by Resolution No. 1165/2011 of 7 September 2011, in connection with the completion of the team composition.
- Decree No. 104/2011 of the Marshal of the Opolskie Voivodeship of 24 June 2011 on the *appointment of the Sub-team for a strategic diagnosis and SWOT analysis acting within the Team for the updating of the Development Strategy for the Opolskie Voivodeship*.
- Resolution No. 941/2011 of the Board of the Opolskie Voivodeship of 14 July 2011 on the *adoption of Updating Assumptions of the Development Strategy for the Opolskie Voivodeship*, which determined the way of implementation of each stages of the Strategy preparation.
- Decree No. 8/2012 of the Marshal of the Opolskie Voivodeship of 9 January 2012 on the *appointment of thematic working groups operating within the Team for the updating of the Development Strategy for the Opolskie Voivodeship* whose task was to develop a postulative part of the new Strategy.
- Decree No. 119A/2012 of the Marshal of the Opolskie Voivodeship of 13 July 2012 on the *appointment of the editorial Team for drafting the text of a new development Strategy for the Opolskie Voivodeship operating within the Team for the updating of the Development Strategy for the Opolskie Voivodeship*.
- Resolution No. 2733/2012 of the Board of the Opolskie Voivodeship of 12 September 2012 on the *adoption of the Rules of public consultations of the draft Development Strategy for the Opolskie Voivodeship until 2020*.
- Resolution No. 2799/2012 of the Board of the Opolskie Voivodeship of 1 October 2012 on the *adoption of the draft Development Strategy for the Opolskie Voivodeship until 2020*.

## Organisation of work in the Strategy development process

Board of the Opolskie Voivodeship, in preparation for the development of the Strategy, organized a workshops, which were addressed to the staff of the Office of the Marshal of the Opolskie Voivodeship and voivodeship self-government organisational units. The workshops were to broaden knowledge on strategic planning, its role in the development policy and the cohesion policy, as well as proper comprehension of the complexity of the process of preparing a planning document in the new development circumstances. Workshop meetings were held according to the following schedule shown in Table 14.

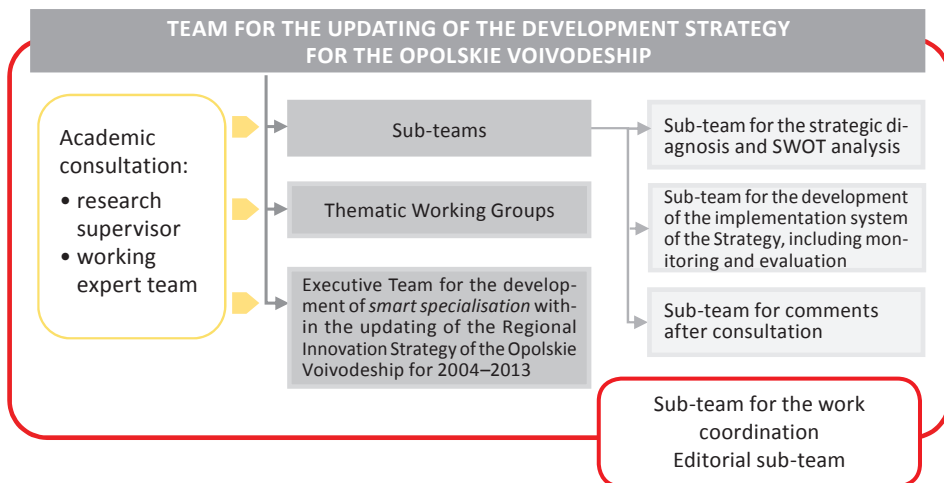
**Table 14.** Schedule of meetings within strategic workshops

Training group	Date
Management staff of OMOV	12 April 2011 and 27 April 2011
Executives of the Opolskie Voivodeship self-government organisational units	12 April 2011
Executives of OMOV	13 April 2011
Team for coordination of works within the updating of SRWO (employees of DRP)	30–31 March 2011 and 27 April 2011

Source: Own study based on meetings held.

Process of the Strategy development, as a several-months and large-scale project involved making a number of procedural, formal and substantive decisions, and the proper planning of steps necessary for its implementation. The Board of the Opolskie Voivodeship adopted the Updating Assumptions of the Development Strategy for the Opolskie Voivodeship – a document which set the main stages of the process, determined the relevant decisions of the project, among others, with respect to the time horizon of the Strategy, its structure and scope. It also specified how the various stages of the Strategy development would be implemented, from the preparatory actions, through stage of formulating the particular parts of the document, to the processes associated with this project, inter alia the environmental impact assessment and public consultation. Arrangement, assignment and formalisation of the actions envisaged to be implemented under this process and their adjustment to the work schedule adopted by the Board of the Voivodeship was intended to allow the proper and effective coordination of the process. The diagram below illustrates the organisation of work adopted in the Updating Assumptions... and taking into account the subsequent decision of the Board of the Opolskie Voivodeship in this regard.

**Figure 13.** Organisation of work in the drafting of the Development Strategy for the Opolskie Voivodeship until 2020



Source: Own elaboration based on the Board of the Opolskie Voivodeship Resolution No. 941/2011 of 14 July 2011 on adoption of the Updating Assumptions of the Development Strategy for the Opolskie Voivodeship decisions undertaken during the work.



Board of the Opolskie Voivodeship, aware of the need to socialise work on drafting of the Strategy, invited the representatives of various environments who supported the staff of the Marshal's Office with their knowledge and experience. For this purpose Team for the updating of the Development Strategy for the Opolskie Voivodeship and its task Sub-Teams were appointed. Academic supervision was provided by prof. Krystian Heffner.

## Team for the updating of the Development Strategy for the Opolskie Voivodeship

Representatives of the self-government units and Government administration, economic self-government, scientific, cultural and agricultural environments and employees of the Marshal's Office of the Opolskie Voivodeship were engaged in the development of the Strategy. The main tasks of members of the Team were: taking part in meetings devoted to discussions on directions of development of the voivodeship until 2020, formulation of recommendations for the work of the thematic working groups, evaluation of results, and making comments and issues regarding the draft of the Strategy.

### Sub-team for the strategic diagnosis and SWOT analysis

Task of the members of the Sub-team was to provide substantive support during the development of the diagnostic part of the Strategy and the SWOT analysis, providing qualitative and quantitative data for the work, as well as the formulation of remarks on the diagnostic materials prepared in the Department of Regional and Spatial Policy.

### Sub-team for the development of the implementation system of the Strategy, including monitoring and evaluation

Task of the Sub-team members was to develop concepts for the implementation and monitoring systems of the Strategy through participation in the conceptual and analytical work concerning in particular the discussions on the voivodeship's development model and the selection of indicators relevant to the strategic planning levels designed in the document.

### Sub-team for the work coordination

Task of the Sub-team members was to conduct and coordinate the entire process of the Strategy preparation, to develop propositional materials based on the outcomes of the work of Thematic Working Groups and to prepare a draft Strategy for consultation and its final version to be approved by Sejmik of the Opolskie Voivodeship.

### Sub-team for consideration of comments after consultation

Task of the members of the Sub-team was to analyse the comments and opinions on the draft Strategy submitted in the public consultation and prepare recommendations for the Board of the Opolskie Voivodeship which made the final decisions.

## Working team of experts

Board of the Opolskie Voivodeship also worked closely with the Opole academic environment whose representatives participated in the working meetings of experts convened an ad hoc basis when scientific consultation was required.

## Thematic Working Groups

Specialists from various social and economic fields representing institutions and entities from the Opolskie Voivodeship, as well as employees of the Marshal's Office of the Opolskie Voivodeship were invited to participate in the development of the Strategy. Work of particular groups was coordinated by persons cooperating with the Department of Regional and Spatial Policies (DRP) designated by the Board of the Opolskie Voivodeship. Areas within which the Thematic Working Groups worked were defined based on the diagnosis of socio-economic situation of the Opolskie Voivodeship, SWOT analysis and conclusions of the debate on cohesion policy after 2013 (Europe 2020, draft regulations) and these were:

- innovative and knowledge-based economy,
- human and social capital and the modern labor market,
- transport accessibility and living conditions,
- territorial cohesion.

From January to April 2012 28 meetings were held. The outcome of the Groups' work were strategic arrangements and descriptive documentation that were used to prepare a preliminary draft Strategy.

## Meetings in poviats

Implementing the principles of openness and transparency in the development of the Strategy, from January to March 2012, the Board of the Opolskie Voivodeship, in cooperation with local authorities, organised a public consultation on the diagnosis of the socio-economic situation of the Opolskie Voivodeship and the SWOT analysis outcomes. The result of the meetings held in poviats of the voivodeship was the acquisition of a number of comments and opinions on both consulted materials, and the ability to prioritize the factors identified in the SWOT analysis. Meetings were held in accordance with the schedule shown in Table 15.

**Table 15.** Schedule of meetings in the poviats of the Opolskie Voivodeship

DATE	PLACE	POVIATS
27 January 2012	Brzeg	brzeski, namysłowski
8 February 2012	Kędzierzyn-Koźle	kędzierzyńsko-kozielski, strzelecki
20 February 2012	Nysa	głubczycki, nyski, prudnicki
29 February 2012	Kluczbork	kluczborski, oleski
1 March 2012	Krapkowiec	krapkowicki, opolski
15 March 2012	Opole	City of Opole

Source: Own study based on meetings held.

## Executive Team for the development of *smart specialization* within the updating of the Regional Innovation Strategy for the Opolskie Voivodeship for the years 2004–2013

Team worked within the work related to updating of the Regional Innovation Strategy for the Opolskie Voivodeship for the years 2004–2013. The task of its members was, among others, to determine the regional specialisation that would provide a basis for the development of *smart specialisation*.

### Editorial team

Task of the Team was to develop and write the text of the draft Development Strategy of the Opolskie Voivodeship until 2020 based on the outcomes of work of particular groups and teams.

Employees of the Department for Coordination of Operational Programmes played a very important role in the development of the Strategy who, having knowledge of the new EU programming period, actively participated in the development of postulative part of the document. This cooperation allowed to synchronise the works related to the development of the regional operational program for the Opolskie Voivodeship for the period 2014–2020 and provided the basis for the consistency of both documents

**Table 16.** Calendar of events of the process of the strategy development

DATE	EVENT
<b>2011</b>	
22 February 2011	Adoption of the Resolution No. IV/65/2011 by Sejmik of the Opolskie Voivodeship <i>on laying down the principles, procedure and timetable for drafting development strategy of the Opolskie Voivodeship</i>
February 2011	Start of work on the preparation of the diagnosis of socio-economic situation in terms of strategic importance for the Opolskie Voivodeship
8 March 2011	Adoption of the Resolution No. 402/2011 by the Board of the Opolskie Voivodeship <i>on starting work to update the development strategy for the Opolskie Voivodeship</i> . The Resolution has been modified in order to secure an appropriate time for particular stages of the work, the changes were adopted by the following resolutions: No. 1164/2011 of 7 September 2011, No. 1989/2012 of 20 March 2012, No. 2240/2012 of 17 May 2012, No. 3101/2012 of 15 December 2012
March–April 2011	Strategic workshops
26 April 2011	Adoption of the Resolution No. 623/2011 by the Board of the Opolskie Voivodeship <i>on appointing the Team for the updating of the Development Strategy for the Opolskie Voivodeship</i> . The Resolution was modified by the Resolution No. 1165/2011 of 7 September 2011 in connection with completion of the Team composition
13 June 2011	Inaugural meeting of the Team for the updating of the Development Strategy for the Opolskie Voivodeship
14 June 2011	Inaugural meeting of the Sub-team for the strategic diagnosis and SWOT analysis

DATE	EVENT
<b>2011 r.</b>	
24 June 2011	Decree No. 104/2011 of the Marshal of the Opolskie Voivodeship <i>on the appointment of the Sub-team for the strategic diagnosis and SWOT analysis operating within the Team for the updating of the Development Strategy for the Opolskie Voivodeship</i>
14 July 2011	Adoption of the Resolution No. 941/2011 by the Board of the Opolskie Voivodeship <i>on adoption of the Updating Assumptions of the Development Strategy for the Opolskie Voivodeship</i>
14 July 2011	Adoption by the Board of the Opolskie Voivodeship of "Working material for the development of the diagnosis of socio-economic situation of the Opolskie Voivodeship under the process of drafting development strategy for the Opolskie Voivodeship 2012"
20 July 2011	Meeting of the <i>Team for the updating of the Development Strategy for the Opolskie Voivodeship</i> dedicated to the initial version of the diagnosis of the socio-economic situation
September 2011	Start of work on the preparation of SWOT analysis
15 September 2011	Meeting of the Sub-team for the strategic diagnosis and SWOT analysis operating within the Team for the updating of the Development Strategy for the Opolskie Voivodeship
19 September 2011	Acceptance by the Board of the Opolskie Voivodeship of "Working material for the development of the diagnosis of socio-economic situation of the Opolskie Voivodeship under the process of the drafting development strategy for the Opolskie Voivodeship 2012" along with the draft synthesis
29 September 2011	Meeting of the Team for the updating of the Development Strategy for the Opolskie Voivodeship and the Sub-team for the strategic diagnosis and SWOT analysis devoted to discussion of another version of the diagnosis taking into account, among others, comments proposed by members of the Team
24 November 2011	Agreeing on the four area by the Board of the Opolskie Voivodeship where Thematic Working Groups will work
2 December 2011	Meeting of the working team of experts on the SWOT analysis
7 December 2011	Meeting of the working team of experts on the SWOT analysis
13 December 2011	Meeting of the Team for the updating of the Development Strategy for the Opolskie Voivodeship and Sub-team for the strategic diagnosis and SWOT analysis in connection with the diagnosis and SWOT analysis
16 December 2011	Inaugural meeting of coordinators of Thematic Working Groups
20 December 2011	Regional conference dedicated to the presentation of the preliminary results of the SWOT analysis as well as an integrated approach to the development, as a new form of cooperation in the next UE perspective 2014–2020
<b>2012</b>	
3 January 2012	Adoption by the Board of the Opolskie Voivodeship of "Working material for the development of the diagnosis of socio-economic situation of the Opolskie Voivodeship under the process of the drafting of the development strategy for the Opolskie Voivodeship"

DATE	EVENT
<b>2012</b>	
9 January 2012	Decree No 8/2012 of the Marshal of the Opolskie Voivodeship <i>on appointing thematic working groups operating within the Team for updating of the Development Strategy for the Opolskie Voivodeship</i>
11 January 2012	Meeting of the team of experts on the SWOT analysis
23 January 2012	Acceptance of the results of SWOT analysis by the Board of the Opolskie Voivodeship
24 January 2012	Presentation of the diagnosis of the socio-economic situation of the Opolskie Voivodeship to the Councillors of the Opolskie Voivodeship
January–March 2012	Consultative meeting in the poviats of the Opolskie Voivodeship dedicated to the diagnosis of the socio-economic situation of the Opolskie Voivodeship and SWOT analysis.
January–April 2012	Work of the Thematic Working Groups
11 April 2012	Getting acquainted by the Board of the Opolskie Voivodeship with the proposed hierarchy of the SWOT analysis results
20 April 2012	Meeting of the team of experts on the SWOT analysis
April–September 2012	Substantive and editorial work on the preparation of the draft Strategy
13 July 2012	Decree No. 119A/2012 of the Marshal of the Opolskie Voivodeship <i>on appointing editorial Team for the drafting the text of the new development Strategy for the Opolskie Voivodeship operating within the Team for updating of the Development Strategy for the Opolskie Voivodeship</i>
3 August 2012	Meeting of the team of experts on the draft development Strategy for the Opolskie Voivodeship 2020
September–November 2012	Preparation of the environmental impact assessment of the draft Strategy
12 September 2012	Adoption of Resolution No. 2733/2012 by the Board of the Opolskie Voivodeship <i>on adoption of the Rules of public consultation of the draft Development Strategy for the Opolskie Voivodeship until 2020</i>
13 September 2012	Decree No. 149A/2012 of the Marshal of the Opolskie Voivodeship <i>on appointing Sub-team for the development of the implementation system of the Strategy, including monitoring and evaluation operating within the Team for updating of the Development Strategy for the Opolskie Voivodeship</i>
1 October 2012	Adoption of Resolution No. 2799/2012 by the Board of the Opolskie Voivodeship <i>on adoption of the draft Development Strategy for the Opolskie Voivodeship until 2020</i>
5 October–21 November 2012	Public consultation on the draft Development Strategy for the Opolskie Voivodeship until 2020, taking into account participation of the society in the environmental impact assessment of the draft Strategy
29 October 2012	Adoption of the draft environmental impact assessment of the draft Development Strategy for the Opolskie Voivodeship until 2020 by the Board of the Opolskie Voivodeship

DATE	EVENT
<b>2012</b>	
19–26 November 2012	Presentation of the draft Development Strategy for the Opolskie Voivodeship until 2020 to the Councillors of the Opolskie Voivodeship during the meetings of the Commission of the Sejmik of the Opolskie Voivodeship
5 December 2012	Meeting of the team of experts on the Report of the public consultation on the draft Development Strategy for the Opolskie Voivodeship until 2020
8 December 2012	Adoption of the Report of the public consultation on the draft Development Strategy for the Opolskie Voivodeship until 2020 by the Board of the Opolskie Voivodeship
11 December 2012	Presentation of the outcomes of the Report of the public consultation on the draft Development Strategy for the Opolskie Voivodeship until 2020 to the Councillors of the Opolskie Voivodeship
12 December 2012	Presentation of the outcomes of the Report of the public consultation on the draft Development Strategy for the Opolskie Voivodeship until 2020 to the Team for the updating of the Development Strategy for the Opolskie Voivodeship
15 December 2012	Adoption of Resolution No. 3102/2012 by the Board of the Opolskie Voivodeship <i>on adoption of draft Resolution of the Sejmik of the Opolskie Voivodeship on the adoption of the Development Strategy for the Opolskie Voivodeship until 2020</i>
27 December 2012	Adoption of Resolution No. 3144/2012 by the Board of the Opolskie Voivodeship <i>on adoption of amendment to the draft Resolution of the Sejmik of the Opolskie Voivodeship on the adoption of the Development Strategy for the Opolskie Voivodeship until 2020</i>
28 December 2012	Adoption of Resolution No. XXV/325/2012 by the Sejmik of the Opolskie Voivodeship <i>on adoption of the Development Strategy for the Opolskie Voivodeship until 2020</i>

Source: Own study based on meetings held.



## APPENDIX NO. 2

### Information on the public consultation on the draft Development Strategy for the Opolskie Voivodeship until 2020

#### Purpose of the public consultation on the draft Strategy

Purpose of the consultation on the draft Development Strategy for the Opolskie Voivodeship until 2020 was to gain interest and involvement of the widest possible range of people in the strategic discussion on the future development of the region. The consultation on the draft Strategy, so important to guarantee the Opolskie Voivodeship society the opportunity to comment on key issues for the future development of the region, was a time of constructive discussion, not always easy perhaps, but leading to optimal solutions. The opinions expressed in the course of the consultation represent the voice of citizens of various environments in the discussion of the document and embody the idea of a partnership between the self-government authorities and the regional community.

Comments received during the consultation process were included along with the consideration in the *Report on the course of public consultation of the draft Development Strategy for the Opolskie Voivodeship*. The Report was developed by the staff of the Marshal's Office of the Opolskie Voivodeship in cooperation with the team of experts and approved by the Board of the Opolskie Voivodeship. The document was a basis for the implementation of amendments to the draft Strategy. The Report has been made public on the website of the voivodeship self-government [www.opolskie.pl](http://www.opolskie.pl) in the section regarding the Development Strategy for the Opolskie Voivodeship until 2020.

#### Rules of the public consultation on the draft Strategy

Course of consultation was defined based on the Rules of the public consultation on the draft Development Strategy for the Opolskie Voivodeship until 2020<sup>1</sup> adopted with the resolution of the Board of the Opolskie Voivodeship. The Rules defined principles and procedure for public consultation.

Rules shall meet the obligation under the Act on principles of conducting development policy<sup>2</sup>, as well as the Act on Access to information on the environment and its protection, public participation in environmental protection and environmental impact assessments<sup>3</sup>. At the same time it should be emphasized that the public consultation on the draft Strategy was purely consultative.

According to the principles adopted in the Rules the Board of the Opolskie Voivodeship made public the information on the start of the consultation through an announcement in *Nowa Trybuna Opolska* and in the *Opole region edition of Gazeta Wyborcza*, which were published on 5 October 2012. This information was also diffused by the voivodeship self-

<sup>1</sup> Resolution No. 2733/2012 of the Management Board of the Opolskie Voivodeship of 12 September 2012 *on the adoption of the Rules of the public consultation of the draft Development Strategy for the Opolskie Voivodeship 2020*.

<sup>2</sup> Journal of Laws 2006 No. 227, item 1658, as amended.

<sup>3</sup> Journal of Laws No. 199, item 1227, as amended



government's website [www.opolskie.pl](http://www.opolskie.pl) and was passed to the local self-governments and government administration, representatives of Opole region academic, business, political environments, NGO representatives and representatives of economic self-government.

## Time frame of the process of public consultation on the draft Strategy

According to the decision of the Board of the Opolskie Voivodeship the public consultation on the draft Development Strategy for the Opolskie Voivodeship until 2020 was held from 5 October to 21 November 2012. In order to make the draft document known the largest possible number of people, many meetings in poviats of the Opolskie Voivodeship and in the seat of the Marshal's Office of the Opolskie Voivodeship were conducted.

Due to the adoption on 29 October 2012 of the draft environmental impact assessment of the draft Development Strategy for the Opolskie Voivodeship until 2020, initially agreed the date of the end of the public consultation (12 November 2012) was extended until 21 November 2012. This change was associated with the need to provide statutory time frames for consultation on the draft Strategy together with an assessment of its impact on the environment.

## Statistics of the process of public consultation on the draft Strategy

During the public consultation process on the draft Strategy 549 comments were received, reported by more than 100 entities, including:

- local self-government administration,
- institutions of government administration,
- representatives of the environment communities,
- Councillors and MPs of the Opolskie Voivodeship,
- individuals representing academia environment,
- entities representing of the Opolskie Voivodeship self-government,
- bodies representing non-governmental organizations, including the Local Action Groups,
- Catholic environment,
- economic entities,
- media,
- natural persons.

Comments were primarily sent via electronic and traditional mail through the consultation form and they were also recorded during the consultation meetings.

## APPENDIX NO. 3

### Information on the strategic environmental impact assessment of the draft Development Strategy for the Opolskie Voivodeship until 2020

Requirement to conduct a strategic environmental impact assessment of the draft Strategy is based on Art. 46 paragraph 1 of the Act on providing information on the environment and its protection, public participation in environmental protection and environmental impact assessments<sup>4</sup>.

The process of the strategic environmental assessment consists of four steps:

1. Agreeing with relevant authorities, i.e. the Regional Directorate for Environmental Protection (RDEP) and the Opolskie Voivodeship State Sanitary Inspector (OVSSI), the scope and level of detail of information required in the environmental impact assessment of the draft Development Strategy for the Opolskie Voivodeship until 2020<sup>5</sup> (the Assessment).
2. Development of the Assessment.
3. Providing opportunities for public participation in strategic environmental impact assessment of the draft Strategy.
4. Discussing the Assessment with the aforementioned authorities.

Environmental impact assessment is a basic tool to verify the government and self-government administration objectives whether they meet principles of sustainable development.

Purpose of Assessment is to determine the environmental effects arising from the implementation of the arrangements set out in the draft Strategy and to identify preventive, corrective or mitigation actions and to indicate alternatives to the document solutions, including recommendations for changes to the proposed vision, challenges and development objectives.

#### Process of the strategic environmental assessment of the draft Strategy

Board of the Opolskie Voivodeship starting its work related to the development of the draft Strategy in March 2011 requested the Regional Directorate for Environmental Protection (RDEP) and the Opolskie Voivodeship State Sanitary Inspector (OVSSI) to decide on the scope and level of detail of information required in the environmental impact assessment of the draft Strategy.

Assessment of the draft Strategy was drawn up by ATMOTERM S.A., which prepared the document according to the scope and level of detail agreed.

Most important conclusion of the Assessment is the indication that the draft Strategy is in line with the principles of sustainable development and environmental objectives of the international, national and regional documents. Moreover, complementing of the vision of the Opolskie Voivodeship with a provision of friendly life environment was suggested, as

<sup>4</sup> Journal of Laws of 2008, No. 199, item 1227, as amended.

<sup>5</sup> *Environmental Impact Assessment of the Development Strategy for the Opolskie Voivodeship until 2020* is available on the website of the voivodeship self-government [www.Opole.pl](http://www.Opole.pl) in the section devoted to the Development Strategy for the Opolskie Voivodeship until 2020.

well as extension of the objectives 5 and 6 by the environmental aspects. Simultaneously, the Assessment in the part concerning the potential impact of the objectives and measures adopted in the draft Strategy indicates that they will generally produce positive environmental effects. However, possible negative impact should be taken into account. Potential positive effect on the environment will result from soft measures set in all strategic objectives as well as hard innovative measures, especially those included in the objective 7. – High quality of the environment (7.2, 7.3, 7.4, 7.5). Potential adverse impact will be a result of the measures carried out under the objective 5. (5.3), objective 6. (6.1, 6.3), objective 7. (7.1, 7.4, 7.5) and objective 9. (9.1).

As of 29 October 2012 the Board of the Opolskie Voivodeship adopted the draft Assessment which was then submitted for public consultation. In order to provide opportunities for public participation in the process of strategic environmental impact assessment the Assessment was posted on the website of the voivodeship self-government [www.opolskie.pl](http://www.opolskie.pl). Simultaneously, the Assessment was provided to RDEP and OVSSI to obtain their opinions.

Comments on the draft Strategy and the Assessment could be made from 31 October to 21 November 2012. During the meetings organised within the public consultation on the draft Strategy, the meeting regarding the findings of the Assessment of the draft Strategy was held. The meeting was attended by representatives of RDEP and OVSSI as well as environmental communities.

## APPENDIX NO. 4

### Monitoring indicators of the implementation of the objectives of the Development Strategy for the Opolskie Voivodeship until 2020

**Table 17.** Monitoring indicators of the implementation of the objectives of the Development Strategy for the Opolskie Voivodeship until 2020

Indicator name	Unit of measurement	Value in the base year	Basic year	Value/trend in the target year (2020)	Source
<b>STRATEGIC OBJECTIVE 1. Competitive and stable labour market</b>					
Employment rate of people aged 20–64	%	63,7	2010	increase	CSO
Employment rate of people aged 15 and over, including (by educational level):	%	48,6	2010	an increase	CSO
– higher		74,1			
– post-secondary and vocational		59,9			
– general secondary		38,2			
– vocational		58,4			
– lower secondary and primary	13,6				
Share of people aged 25–64 with higher education	%	18,5	2011	20,0	EUROSTAT
Students and graduates in mathematics, science and technology, as % of students and graduates	%	19,1	2010/2011	20,0	CSO
Registered unemployed aged 24 and less (% of total registered unemployed)	%	19,9	2011	18,0	CSO
Employment rate in the 15–25 age group	%	28,9	2011	32,0	CSO
Share of people aged 25–64 studying and complementing education in the total population of this age	%	4,6	2011	6,0	EUROSTAT
Registered unemployment (as at the end of the year)	%	13,3	2011	no more than the national average	CSO
Number of national economy entities per 1000 residents	number	96,2	2011	100,0	CSO

Indicator name	Unit of measurement	Value in the base year	Basic year	Value/trend in the target year (2020)	Source
Balance between newly-created and liquidated jobs	number	4000	2011	positive during the period of Strategy implementation	CSO
At-risk of poverty or social exclusion rate	%	25.8	2010	24,0	EUROSTAT
Long-term unemployment rate	%	5.8	2010	will not increase	CSO
share of children aged 3–5 participating in preschool education	%	80.1	2010	85,0	CSO
Share of children aged 3 in nurseries	%	4.5	2010	5,0	CSO
<b>STRATEGIC OBJECTIVE 2. Active regional community</b>					
Turnout in elections to the territory self-government units	%	40,99	2010	increase	CSO
Share of taxpayers who deducted 1% tax for non-profit organisations in relation to the number of tax returns submitted	%	50,4	2011	increase	Opole TO /MF
Foundations, associations and other social organizations per 1000 inhabitants	number	1,96	2010	2,50	CSO
<b>STRATEGIC OBJECTIVE 3. Innovative and competitive economy</b>					
GDP per 1 resident in	% EU 27=100%	50	2009	60	EUROSTAT
Expenditure on R&D relative to GDP	%	0,23	2009	0,50	CSO
Share of employed in R&D relative to the working in the national economy sector	%	0,41	2010	0,45	CSO
Number of patents granted	number	65	2011	no less than 500 during the Strategy implementation	CSO
Utility model protection rights granted	number	9	2011	no less than 70 during the Strategy implementation	CSO
Number of business incubators and science and technology parks	number	9	2012	an increase	OCED

Indicator name	Unit of measurement	Value in the base year	Basic year	Value/trend in the target year (2020)	Source
Innovative businesses: – from the service sector – from the industrial sector	%	13,67 19,33	2010	15,21	CSO
Number of existing clusters/cluster initiatives in the voivodeship	number	6	2012	an increase	OCED
Area of investment	ha	approx. 5000	2012	approx. 8500	OCED
<b>STRATEGIC OBJECTIVE 4. Dynamic enterprises</b>					
Expenditures on the R&D in the industrial sector	PLN million	6,96	2010	increase	CSO
Share of businesses in expenditure on R&D	%	20,7	2010	30.0.	CSO
Employment in the R&D in the business sector	person	91	2010	increase	CSO
Expenditures on innovation in enterprises	PLN million	287,99	2010	increase	CSO
The share of net revenues from sales of innovative products in net revenues from total sales in industrial enterprises	%	5,31	2010	7.0	CSO
Gross value added per 1 employee by type of activity: – total – the agricultural sector – the industrial sector – the construction sector – trade; repair of motor vehicles, transportation and storage, accommodation and catering, information and communication – financial and insurance activities, real estate activities – other services	% Poland = 100%	95,8 116,3 102,2 89,9  94,9 94,2 93,1	2009 2009 2009 2009  2009 2009 2009	increase 110–120 no less than 100 increase  increase increase increase	CSO
Value of foreign capital in companies with foreign capital	PLN million	1 525,60	2011	increase	CSO
Share of export in revenues from sales of goods and materials	%	22	2011	increase	CSO

Indicator name	Unit of measurement	Value in the base year	Basic year	Value/trend in the target year (2020)	Source
<b>STRATEGIC OBJECTIVE 5. Modern services and attractive tourist and cultural offer</b>					
Infant mortality rate	%	0,338	2010	lower than in Poland	CSO
Average life expectancy (at age 0): – females – males	age	80,4 73,0	2010	increase	CSO
Share of schools with computers with Internet access for use of students: – primary – lower secondary – upper secondary	%	96,31 84,67 61,90	2011	increase	CSO
Households with a personal computer with access to the Internet	%	63,4	2011	75.0.	CSO
Companies (more than 9 employees) with their own website	%	59,0	2011	increase	CSO
Companies (more than 9 employees) with access to broadband Internet	%	64,7	2010	increase	CSO
The number of tourists (domestic and foreign) using collective tourist accommodation	thousand	242	2011	260.	CSO
Number of beds in collective tourist accommodation	number	8213	2011	increase	CSO
Audience in cinemas per 1000 inhabitants	number	602	2011	increase	CSO
Audience in theatres and music institutions per 1000 residents	number	182,7	2011	increase	CSO
Events organized by houses, cultural centres, clubs and community	number	8376	2011	increase	CSO
Training in sports clubs (excluding religious clubs and students' sports clubs)	number	15 492	2010	increase	CSO
<b>STRATEGIC OBJECTIVE 6. Good accessibility of labour markets, goods and services</b>					
Total public roads with improved hard surface per 100 km <sup>2</sup>	km	82,4	2011	increase	CSO
Operating railway lines per 100 km <sup>2</sup>	km	9,2	2011	no less than 9.2	CSO

Indicator name	Unit of measurement	Value in the base year	Basic year	Value/trend in the target year (2020)	Source
Regular lines of national bus transport	number	458	2010	no less than 458	CSO
Passenger transport in public transport	million people	28,7	2010	no less than 25	CSO
Number of fatalities in road accidents	number	99	2011	decrease by 1/3	CSO
<b>STRATEGIC OBJECTIVE 7: High quality of the environment</b>					
Share of population with access to gas network	%	41.6	2010	increase	CSO
Share of population with access to sewage network	%	59.2	2010	increase	CSO
Waste (excluding municipal waste) recycled (% of total generated waste)	%	82.9	2011	increase	CSO
Electricity consumption per 1 million of GDP (in PLN)	GW*h/zł	0.156	2009	decrease	CSO
Total emission of dust/gas from particularly onerous plants (excluding carbon dioxide)	thousand tons/year	67.57	2011	decrease	CSO
Carbon dioxide emissions from particularly onerous plants	thous. tons/year	13 901.6	2011	decrease	CSO
Legally protected area with the highest natural values (% of total area)	%	27.2	2010	increase	CSO
Consumption of water for the needs of national economy and people during a year: – total – Industry – agriculture and forestry – operation of water supply network – operation of water supply network for the household	dam <sup>3</sup>	109 527.7 41 553 29 616 38 358.7 29 404.7	2011	decrease decrease decrease decrease decrease	CSO
Share of separately collected municipal waste in the total weight of waste: – total – household	%	7.02 7.96	2010	increase increase	CSO



Indicator name	Unit of measurement	Value in the base year	Basic year	Value/trend in the target year (2020)	Source
Surface water quality by JCP (in each category) by chemical condition (I-V) – good condition – below good condition	%	13 87	2010	increase decrease	VIEP
by category/ecological potential (I-V) – II – III – IV – V	%	11 66 6	2010	increase increase increase	VIEP
Quality of groundwater – I – II – III – IV – V	measuring point	0 1 13 9 6	2011	increase increase increase increase decrease	VIEP
Capacity of water reservoirs and polders – reservoirs retention	million cubic meters	401.56	2010	increase	VBLRWF
Number of endangered species of flora and fauna in the voivodeship: – flora – fauna	pcs	460 72	2008 2004	decrease decrease	RDEP
Number of extinct species of flora and fauna in the voivodeship	pcs	110	2008	decrease	RDEP
Number of plant communities in danger of extinction in the voivodeship	pcs	179	2008	decrease	RDEP
<b>STRATEGIC OBJECTIVE 8. Competitive Opole agglomeration</b>					
Coverage of Opole agglomeration area with local land management plans	%	42.8	2010	increase	OMOV
Registered businesses per 1000 inhabitants of Opole agglomeration	number	111.0	2011	increase	CSO
Housing stock in Opole agglomeration (flats per 1000 inhabitants)	number	334.9	2010	increase	CSO

Indicator name	Unit of measurement	Value in the base year	Basic year	Value/trend in the target year (2020)	Source
Number of students per 1000 inhabitants in Opole agglomeration	number	98.0	2011	increase	CSO
Collective tourist accommodation establishments in Opole agglomeration	number	42	2011	increase	CSO
<b>CEL STRATEGICZNY 9: Ośrodki miejskie biegunami wzrostu</b>					
Urbanisation rate	%	52.3	2011	not applicable	CSO
Workers in the cities (excluding businesses employing up to 9 persons and persons employed on private farms in agriculture; without foundations, associations, political parties, trade unions, social organizations, employers' organizations, economic and trade self-government, clergy, voivodeship = 100%)	%	77.68	2011	increase	CSO
Employment rate (15 years and over) in cities	%	49.4	2011	increase	CSO
Registered businesses per 1000 residents in urban areas	number	123.2	2011	increase	CSO
<b>STRATEGIC OBJECTIVE 10. Multifunctional rural areas</b>					
Number of locations participating in the Opole Village Renewal Programme	number	676	2011	increase	DRW OMOV
Number of farms not engaged in agricultural activities	number	8.0 thousand	2010	no less than 8.0	CSO
Share of agriculture, hunting, forestry and fishing in GVA (gross added value)	%	4.2	2009	from 3.2 to 5.2	CSO
Number of certified organic farms	number	49	2010	increase	CSO
Registered economic entities per 1000 residents in rural areas	number	66.6	2011	increase	CSO

Źródło: Opracowanie własne.



## APPENDIX NO. 5

### List of people involved in the preparation of the Development Strategy for the Opolskie Voivodeship until 2020

Under the Resolution No. IV/65/2011 of 22 February 2011 of Sejmik of the Opolskie Voivodeship *laying down rules, procedures and timetable for the development of the regional development strategy*, the responsibility for the coordination and implementation of the entire process and the preparation of a draft new Strategy Board has been entrusted to the Board of the Opolskie Voivodeship. All actions taken in the preparation of the new document were held under the direction and in consultation with the Board of the Opolskie Voivodeship, with the Department of Regional and Spatial Policy acting on its behalf. Academic supervision was provided by prof. Krystian Heffner, Head of the Department for Regional Policy at the Faculty of Economics and Management, Opole University of Technology.

#### Board of the Opolskie Voivodeship

Józef Sebesta – Marshal of the Opolskie Voivodeship  
Tomasz Kostuś – Deputy Marshal of the Opolskie Voivodeship  
Roman Kolek – Deputy Marshal of the Opolskie Voivodeship  
Barbara Kamińska – Member of the Board of the Opolskie Voivodeship  
Antoni Konopka – Member of the Board of the Opolskie Voivodeship

Board of the Opolskie Voivodeship invited experts of various regional environments to cooperate in the development of the Strategy, whose knowledge and experience constituted significant support for the staff of the Marshal's Office of the Opolskie Voivodeship in the particular stages of the process delivery. Experts were involved in the works of the Team for the updating of the Development Strategy for the Opolskie Voivodeship appointed by the Board of the Opolskie Voivodeship Resolution No. 623/2011 of 26 April 2011 amended by the Resolution No. 1165/2011 of 7 September 2011 in connection with the completion of the Team.

Within the Team thematic sub-teams operated responsible for the strategic diagnosis and the SWOT analysis, development of the Strategy implementation system, including monitoring, coordination of the work, as well as, Thematic Working Groups responsible for the preparation of the postulative material of the Strategy, Executive Team for the development of *smart specialisation* under the update of the Regional Innovation Strategy for the Opolskie Voivodeship for 2004–2013 and the editorial Team.

#### External experts participating in the development of the Strategy

Lesław Adamczyk	Rev. Piotr Paweł Maniurka, Ph.D., Prof. of Opole University
Andrzej Balcerek	Brygida Solga, Ph.D.
Danuta Berlińska, Ph.D.	Rafał Nowowiejski
Halina Bilik	Tomasz Pieszyński
Anna Bruska, Ph.D.	Katarzyna Postrzednik-Lotko, Ph.D.
Karol Cebula	Witold Potwora, Ph.D.
Anna Czabak	Daniel Puciato, Ph.D.
Herbert Czaja	Ewa Rurynkiewicz

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## APPENDIX NO. 6

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