



# PODLASKIE VOIVODESHIP DEVELOPMENT STRATEGY TILL

# 2030



**Podlaskie**

Entrepreneurial  
Partnership-based  
Prospective



# Podlaskie

Entrepreneurial  
Partnership-based  
Prospective

## Ambitious Podlaskie

Podlaskie Voivodeship Development Strategy till 2030



The document was prepared in the Regional Development Department of Podlaskie Voivodeship Marshal's Office with the participation of external experts:

Prof. Jacek Szlachta

dr. hab. Wojciech Dziemianowicz, Prof. at University of Warsaw

dr. hab. Bogusław Plawgo, Prof. at University in Białystok

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# **Podlaskie Voivodeship Development Strategy till 2030**

Annex to Resolution no. XVIII/213/2020  
of the Regional Council of Podlaskie Voivodeship  
of 27 April 2020

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# Our motto: Ambitious

In 2030 we see Podlaskie as entrepreneurial, partnership-based and prospective. Ambitious? Yes, but the motto of our vision for development is precisely that: Ambitious Podlaskie.

What steps should we take to make this vision a reality, as set out in the Podlaskie Voivodeship Development Strategy till 2030: the most important strategic document, which sets out the directions of the regional policy of our voivodeship.

It is a unique region. And its greatest potential is represented by its inhabitants, who strongly identify with their 'small homeland'. They are enterprising, hardworking and creative. Unfortunately, the many years of disparity between our region and other regions of the country mean that economic development and the quality of life associated with it still differ from other regions.

This is why the new strategy is so crucial and ground-breaking. It outlines the solutions we are to adopt in order to use our potentials effectively and to strengthen regional advantages. In this way, we refer to the Strategy for Responsible Development and the National Strategy for Regional Development 2030 based on it, which set the objectives of cohesion, competitiveness and efficiency. We are focused on cohesion - sustainable development of the whole country and the reduction of disparities in social and economic development. Therefore, the assumed directions of intervention must be adjusted to a greater extent than before to the social and economic situation of the Podlaskie Voivodeship and individual territorial potentials.

As the most important document on regional policy, the Strategy takes into account not only current conditions, but also looks to the future. It presents what we want our voivodeship to look like in several years' time. It also specifies what action should be taken in the next financial perspective and how to make optimum use of EU funds in the long term, including the national operational programmes, the Eastern Poland Operational Programme and the Regional Operational Programme of the Podlaskie Voivodeship. It takes into account the objectives of the post-2020 cohesion policy, which see Europe as: smart, green and low-carbon, better connected, more social and closer to citizens.

# Podlaskie

The objectives are therefore ambitious. They will not be implemented by the voivodeship self-government alone. All citizens must be involved in the implementation of the Strategy: entrepreneurs, local governments, non-government organisations and the scientific community. Each of us.

Especially now, when the pandemic has taken over the whole world. How do we get out of it? How will we deal with the global crisis caused by this deadly virus? I believe that we will succeed, and it is the Strategy that will help us do so. The objectives it sets out and the courses of action it adopts aim to build a strong region based on resources that are important and up-to-date, regardless of the circumstances. These resources are us, the inhabitants of the Podlaskie Voivodeship. Our potential and competences. Together, we will implement the provisions of this Strategy, and we will meet the challenges that lie ahead.

Yours faithfully,



**Artur Kosicki**

Marshal of the Podlaskie Voivodeship



# 1

## Mission

The mission/motto of the Podlaskie Voivodeship is: **Ambitious Podlaskie**. The mission of the Podlaskie Voivodeship Development Strategy till 2030 expresses the philosophy of the planned intentions and is addressed to the inhabitants and the environment.

It succinctly presents the uniqueness or specificity of the planned activities, values and resources on which they are to be based. The Podlaskie Voivodeship is oriented towards the future and objectives that make full use of its potential, not so much by imitating other regions, but by implementing the latest, emerging solutions and thus taking a developmental leap. The main potential of the region is its inhabitants, and in particular their ambitions, diligence in professional and social activity, and high and growing competences. The region's advantage is also its unique environmental values and relatively high quality of life.

All this gives the region an advantage in terms of the key development factor, which is human capital. The distinguishing features of the ambitious Podlaskie region also include the unique native entrepreneurship, which forms the basis of the economy, and the ability to cooperate within the economic sphere, which is already manifested by the thriving cluster initiatives.

## Ambitious Podlaskie:

**In economic terms**, it seeks to become a well-developed region through the use of state-of-the-art technologies and organisational solutions in deep-rooted and already dynamic sectors, and through inter-sectoral cooperation;

**In the social sphere**, it aims to become one of the most attractive regions in Poland and in Europe, in terms of quality of life for the inhabitants utilising the unique values of the environment, rich cultural heritage and high quality public services, as well as the high level of competence of the inhabitants;

**In the territorial sphere**, it seeks to make the best possible use of the developmental potential and to eliminate the weaknesses of various parts of the Voivodeship, mainly through the development of grassroots local initiatives and objectives formulated by them, which reflect the specificity of a given territory;

**In organisational terms**, it wants to become an efficiently managed region, advantageously linked with domestic and foreign partners, effectively pursuing own inhabitants' interests.



# 2

## Podlaskie 2030 - development vision

The vision of the desired image of the Podlaskie Voivodeship in 2030 is:



These three pillars will determine the actions taken in the implementation of the Strategy, and respond to the formulated development needs of the region.

### Entrepreneurial Podlaskie

Entrepreneurial Podlaskie means "entrepreneurial region". In 2030 the Podlaskie Voivodeship, its inhabitants, institutions and organisations that form the region will be associated with entrepreneurship. It will be understood as: the ability to deal with challenges, problems and threats in an innovative way. Entrepreneurial Podlaskie is a region which, in all spheres of social and economic life is able to take advantage of opportunities to improve the quality of life of its inhabitants. In an extremely dynamic and rapidly changing environment, entrepreneurship will be a key feature not only of economic entities, but also of local governments, institutions and residents.

Young people will be brought up in the spirit of entrepreneurship in order to be able to adapt to constant changes. Entrepreneurial, creative employees will be the most important resource of institutions and enterprises. Local governments and institutions will implement social innovations capable of meeting the expected, but also new unexpected challenges. In the economic sphere, companies focused on seizing opportunities and continuous expansion will bring international success and a good level of economic development to the region.

The entrepreneurial Podlaskie Voivodeship is a region where competitive companies, large and small, domestic and foreign, build their strong international position based on the knowledge and resources of the region.



## Partnership-based Podlaskie

Limited resources, including capital, qualifications, innovation and the specific location of the region (on the external borders of the EU) are still barriers to the development of the region. It is necessary to make better use of existing and often dispersed resources through cooperation. It is also necessary to attract additional resources of capital, people and ideas to the region. Therefore, the region will become a partner, that is to say, it will be oriented towards intra-regional cooperation, cooperation with other regions in Poland and within the EU, and cooperation with partners from outside the EU, especially from Eastern countries. Its own resources will be used effectively thanks to cooperation in the economic and social spheres, as well as the development of public-private partnerships, guaranteeing the possibility of combining resources from different sectors.

The partnership-based region will attract investors, providing financial capital and innovative technological and organisational solutions. New employees will also be coming to the region.

Regional companies will strengthen their competitiveness by participating in regional, national and international network connections. By strengthening competitiveness, companies will increasingly direct their products and services to a wide national and international market. Universities and research centres will conduct lively intra-regional, national and international cooperation that will foster a high level of education and research, which will also benefit the region's local government and economy. The education sector will work closely with employers, e.g. to adapt education to their needs. In 2030, the Podlaskie Voivodeship will have the image of a partner region, focused on cooperation in all spheres, which can be strengthened by the resources and competences of its partners.



## Prospective Podlaskie

In 2030, the Podlaskie Voivodeship will be a region that will encourage including it in your future. This message, based on the Voivodeship's brand, will be addressed to the existing inhabitants, local companies, but also people and entrepreneurs from other regions and countries. The Podlaskie region is, above all, a region which, in the long term, offers very good conditions for the development and activity of its inhabitants by removing social, economic and spatial barriers, and ensuring equal access to self-realisation in all spheres of life. The prospective Podlaskie region will be distinguished by high quality of life, and thus also by convenient conditions for the development of companies based on activities requiring a high level of human capital. Podlaskie will occupy a leading position in the emerging new areas of human activity, thanks to the formed and widespread attitudes of openness to challenges and ability to adapt to changes in the environment.

The natural environment will remain a unique resource of the region. The idea of sustainable development will be consistently applied with an innovative approach to nature and its resources. Technologies of circular economy and production of energy from renewable sources will be developed. Ecological and sustainable agriculture will be developed on the basis of environmental values and state-of-the-art technologies.

Digital technologies will be developed and implemented in all areas to give the region a competitive edge and to implement social innovations. In the social sphere of development, it will be a region that meets the problems of an ageing society by making optimal use of the potential of its inhabitants of different ages and increasing the level of their professional activity.

The prospective Podlaskie region is also a region of people who are always learning, constantly adapting their competences to the dynamic changes in the environment, and participating in global development trends.



# 3

## External conditioning of the Strategy

### 3.1. Global conditioning

Globalisation makes the phenomena and processes taking place on a global and European scale increasingly important for the Podlaskie Voivodeship.

In general, the global social and economic mega-trends of the 21st century are not beneficial to European regions. After 2000, the economic position of the European Union, its Member States and the regions weakened in relation to their most important competitors, such as the USA, Japan, South Korea, and the New Industrial States (NIS), above all China and India. Less developed regions of the EU, such as the Podlaskie Voivodeship, among others, are particularly threatened by the economic expansion of the NIS, because they specialise in products and services that can be produced outside Europe, at significantly lower production costs.

The last decade saw significant changes to the importance of key mega-trends.

The changes related to the dissemination of information and communication technologies (ICT) mean that the countries and regions that most effectively implement the concept of information society are favoured.

Universal access to ICT services of the society (citizens), economic and social entities, as well as public administration means lowering the costs of the functioning of the state, economy and society, creating the possibility of networking, and broadening the possibilities of providing public services. This is of particular importance in peripheral regions, such as the Podlaskie Voivodeship, as it helps overcome deficits resulting from a geographical disadvantage.

Climate change is a global challenge due to a much higher frequency of extreme weather events (floods, hurricanes, droughts, etc.) and the higher costs of the functioning of society and economy (financing of various safeguards and undertakings that mitigate and slow down these changes). Their importance is reflected in European Union policies. The response to this challenge is a priority for the circular economy, the protection of environmentally sensitive areas and resources, and building the resilience of regions, cities and rural areas to the disruption of development processes, which are the consequence of climate change. In the case of the Podlaskie Voivodeship, the exceptional concentration of ecological values and potentials means a priority for actions taken in this sphere.



Breakthrough discoveries, inventions and technological changes cause significant changes in the development paths of entire continents, countries, regions and cities. The regions in which they emerge, and especially those in which innovations are applied or introduced, are gaining a strong developmental impulse. A way of generating and using such developmental impulses is to increase expenditure on research and development, create an ecosystem of innovation and support smart specialisation. The latest generation includes biotechnologies, 3D technology, artificial intelligence, and space technologies.

At the same time, unlike megatrends, which can be predicted using different techniques, unexpected disruption to development processes can occur. This is generally described as "black swans" (negative, unexpected events and situations), and "wild cards" (positive, unexpected events and situations). The ability to react quickly and efficiently to such situations has a significant impact on the development trajectory of the region. In the situation of a pandemic initiated in 2020, as a case of the 'black swan', it seems that some of the processes that are accelerated/launched through it may have an impact on the shape of the future in the long term. The coming months, and perhaps even years, will be determined by the answer to the question of how the world, including the Podlaskie region, will deal with the global crisis caused by the pandemic. At the same time, no one is currently able to determine the extent of the economic, social and political consequences of the spreading pandemic.

The objectives and directions for action included in the Strategy are aimed at building a strong region based on resources that will certainly be important, regardless of the difficulties currently being experienced. This makes it all the more important to emphasise the importance of the competences of the inhabitants, including the widespread use of information technologies, the development of modern industry, investment in health care potential and the efficiency of institutions, which should allow the Voivodeship to carry out activities related to limiting the effects of the economic collapse at the EU and national level in the best possible way.

## 3.2. Union conditioning

The European Union, which is a unique global political and economic structure, has been changing qualitatively over the last few years.

Armed conflicts and political tensions taking place near EU borders generate streams of refugees and migrants. Global processes and political tensions around the world have forced new and/or fundamentally expanded lines of intervention, both at the European and Member State level. This significantly reduces the possibility of pursuing traditional European policies, such as the cohesion policy and the common agricultural policy. Therefore, in regions with an important role of agriculture and problems with restructuring rural areas, such as the Podlaskie Voivodeship, the challenge is to reduce the scale of rural development funding from EU funds.

The challenge for Europe is the unfavourable course of demographic processes. The demographic explosion in many countries of the world is accompanied by fundamentally different trends throughout Europe, including in the EU.



The phenomena that are characteristic of Europe include low birth rates, ageing population, and the proportion of the population in post-productive and pre-productive age. This leads, among other things, to problems in the area of social security and benefits, the depopulation of economically weaker areas, and difficulties in balancing local government budgets. An important element of Europe's landscape is the pressure from richer countries, regions and cities to take away valuable human potential from less prosperous EU Member States and regions, including Poland and the Podlaskie Voivodeship. Therefore, in addition to a fundamental increase in the level of wages in the Podlaskie Voivodeship, it is essential to consistently improve the quality of life of society, so as to slow down and then reverse the unfavourable trends associated with the outflow of people, businesses and potential.

The mega-trend that occurs not only in the European Union is the fundamental changes and the over-valuation of the labour market. Robotisation, the possibility of providing work via the Internet, artificial intelligence and other changes are a challenge for all regions. Qualifications are at the heart of public policies. It is becoming necessary to fundamentally restructure the education system, to make education more practical (dual education), to value the segment of lifelong learning, and to expand education in the area of key competences (an example is computer science). Such re-evaluations on a global scale are an opportunity for the Podlaskie Voivodeship to take advantage of the opportunities for better positioning the region on the European labour market. European Union funds will also remain an important source of funding for the development of Poland and its regions after 2020, especially under the European cohesion policy and the common agricultural policy.

However, the scale of this support will most probably be slightly smaller than in the current decade. This is due to Brexit and the new and extended directions of structural intervention at the European level, as well as to changes in Poland's position over the fifteen years following the accession to the EU. Between 2021 and 2027, Poland will remain the largest beneficiary of the European cohesion policy, but its share in the allocation of structural and cohesion funds in the EU 27 will fall from around 22-23% to less than 20%, as a result of the unfavourable proposals for our country concerning the ceiling of financial trans funds in relation to Poland's gross domestic product (GDP) as a beneficiary country. The proposals for the five objectives of the EU cohesion policy after 2020 are:

**Smarter Europe**

**Greener, carbon-free Europe**

**Connected Europe**

**Social Europe**

**Europe closer to citizens**



Cohesion policy resources will be available for these five objectives, but the first two need to be allocated a minimum of 65% of the EU funds. The priority areas of EU structural intervention are: innovation, SMEs, digital technologies, industrial modernisation, low-carbon economy, circular economy, and slowing down climate change. In the Podlaskie Voivodeship, also after 2020, European funds and the necessary own contribution will remain the dominant source of financing for public investments, but the scale of financing under Objectives 1 and 2 and the necessary level of own co-financing will be a difficult challenge for shaping the regional policy of the Podlaskie Voivodeship until 2030. The priority for NUTS 2 type areas with a GDP per capita below 75% of the EU 27 average means that after 2020 the Podlaskie Voivodeship will remain among the regions with the most generous support from EU structural funds.

### 3.3. National conditioning

The national conditions for the implementation of the Strategy primarily include the implementation of the development policies of the Polish government, but also development activities undertaken by the neighbours of the Podlaskie Voivodeship (currently work is underway on the strategies of the Warmińsko-Mazurskie, Mazowieckie and Lubelskie Voivodeships).

The scope of the government's activities, also in the sphere of regional development, is defined by two key strategic documents: the Strategy for Responsible Development until 2020 (with an outlook to 2030) (SRD) and the National Strategy for Regional Development 2030.

Socially sensitive and territorially sustainable development (NSRD 2030). The main conclusions from these documents for the implementation of the development policy of the Podlaskie Voivodeship are discussed below, but it is important to note the direction in which the changes in the scope of delegating and financing tasks to self-government units will be heading in the near future.

In Poland, the document defining medium-term priorities for social and economic policy in the next decade is the Strategy for Responsible Development (SRD) until 2020 (with an outlook to 2030) adopted by the Council of Ministers on 14 February 2017. As with all the mid-term strategies of Poland, the SRD is characterised by three objectives: cohesion, competitiveness and efficiency, promoting a decisive re-evaluation in favour of cohesion. Objective 2: *Socially Sensitive and Territorially Sustainable Development* is of key importance for shaping Poland's regional development. Objective No. 1: *Sustainable Economic Growth Based Increasingly on Knowledge, Data and Excellence* and Objective 3: *Efficient State and Institutions for Growth and Social and Economic Inclusion* are complementary. Areas contributing to the achievement of the objectives of the strategy are also identified: human and social capital, digitisation, transport, energy, environment and national security. The basic sources of funding for the strategy and the system for coordinating and implementing the strategy are also defined.



Objective 2 includes social cohesion, based on a diagnosis of the demographic situation, the geography of poverty and access to services and the labour market, as well as territorially sustainable development. For both of these objectives (areas), specific objectives, indicators and lines of intervention as well as strategic projects are presented. A spatial concentration of development challenges was identified, identifying the following priorities: Eastern Poland - a macro-region with one of the lowest development levels in the EU, Silesia - an industrial area with adaptation difficulties, urban development problems, including centres with accumulation of development problems, and rural areas with accumulation of development deficits. The following have been defined as the objectives of Poland's regional policy: equalized and serious development of the country using the potentials of individual territories, strengthening regional competitive advantages and increasing the effectiveness and quality of implementation of territorially oriented policies. The priorities of the SRD are detailed in nine main development strategies of the country until 2030, including the National Strategy for Regional Development and sixteen voivodeship strategies. It is important for the preparation of the development strategy for the Podlaskie Voivodeship that the intentions and aims proposed under the SRD are correctly read. The strategy indicates the need for better use of regional and local territorial potentials, the growing importance of flows, and the stimulation of networking between different partners. The SRD assumes strengthening the responsibility of local government for the implementation of development activities and development of various partnerships. These measures will focus on improving the local government's compliance, increasing the effectiveness of spending public funds and building social capital and a sense of co-responsibility of key stakeholders for the development of their territory.

The proposals concerning the way of public intervention included in the SRD were developed in the NSRD 2030, which will make it possible to eliminate the most serious weakness of the previous edition of the NSRD, which was its operationalisation. This document identifies the development challenges of the country and regions in the light of territorial analyses.

#### **According to the NSRD these are:**

1. Adaptation to climate change and reduction of environmental threats;
2. Counteracting the negative effects of demographic processes;
3. Development and support of human and social capital;
4. Increase in productivity and innovation of regional economies;
5. Development of infrastructure increasing competitiveness, investment attractiveness and living conditions in the regions;
6. Increasing the effectiveness of development management (including financing of development activities) and cooperation between local governments and between sectors;
7. Counteracting territorial inequalities and spatial concentration of development problems and reducing crisis situations in degraded areas. The most important directions of changes in regional policy and the principles of regional policy were listed against this background.

#### **The three objectives of the regional policy until 2030 are:**

1. Increasing the cohesion of the country's development in the social, economic, environmental and spatial dimensions;
2. Strengthening regional competitive advantages;
3. Increasing the quality of management and implementation of territorially oriented policies.



An important element of this document is the description of the implementation system: institutions, mechanisms of governmental arrangements with local governments, programme documents of regional policy, forms of support, sources of financing, as well as monitoring and evaluation. The NSRD 2030 is the basis for a new generation of voivodeship strategies, including the Podlaskie Voivodeship strategy with a time horizon until 2030. The document assumes the priority of state regional policy intervention focused on pro-cohesion activities.

### **The basic way of implementing Objective 1 is the Strategic Intervention Areas (SIA).**

Most of them also concern Podlaskie Voivodeship. The first type of SIA concerns strengthening the development opportunities of areas at risk of permanent marginalisation, which face an accumulation of social, economic and socio-economic problems.

The second type of SIA concerns medium-sized cities losing their socio-economic functions (loss of functions, including strong and unfavourable and strongly unfavourable socio-economic situation). Support is also to be provided for Eastern Poland, as an area of the macro-region requiring the development of a competitive economy, which includes the entire Podlaskie Voivodeship. The development problems of some parts of the voivodeship identified in the Podlaskie Voivodeship Development Strategy should also be addressed at the national level.

### **Under Objective 2, the following have been defined as objectives:**

- Development of human and social capital
- Support for entrepreneurship at the regional and local level
- Innovative development of the region
- Improvement of the approach based on Regional Intelligent Specialisations

### **Objective 3 is designed to:**

- Strengthen administrative capacity for development management
- Strengthen cooperation and an integrated approach to development at local
- Regional and supra-regional level; improve the organisation of public services, and an efficient and coherent system of financing regional policy

**An important potential added value is the identification of areas of cooperation between the government and local government units at the regional and local level.**



# 4

## SWOT analysis

The process of developing the Podlaskie Voivodeship Development Strategy till 2030 involved drawing up two documents:

- Strategic diagnosis of the Podlaskie Voivodeship – a broad analysis of the voivodeship situation in the national and international context, including the questions of differentiations within the region;
- Strategic diagnosis synthesis<sup>1</sup>.

The SWOT analysis presented below was developed based on, among others, the above documents and the elements of which are used to characterise operational objectives in the further part of the document.

## STRENGTHS

### ECONOMY

- Industries in smart specialisation
- International competitiveness of selected regional companies (export dynamics)
- Favourable conditions for the development of modern agriculture, including sustainable and ecological agriculture
- Good access to broadband Internet
- Brand of the voivodeship

<sup>1</sup> Full strategic diagnosis and its synthesis can be accessed at: [www.strategia.wrotapodlasia.pl](http://www.strategia.wrotapodlasia.pl)



# WEAKNESSES

## ECONOMY

- Low tendency of entrepreneurs to develop companies based on innovation
- The generally weak national and international position of research and development and scientific research units
- Insufficient involvement of enterprises and research bodies in mutual cooperation
- Persistent low productivity of certain industries
- Low level of entrepreneurship measured by the number of enterprises per 10000 inhabitants
- Weak links between education (including higher education) and the economic sphere, and the unsatisfactory state of vocational and lifelong learning
- Competence-qualifying mismatch of labour resources
- Poorly developed tourist offer



# STRENGTHS

## SOCIETY

- High quality of life in the capital of the voivodeship
- Continued favourable economic structure of the population
- Developed network of secondary schools and universities
- High level of education of the inhabitants
- High scientific level of medical science courses
- Rich cultural heritage being the consequence of, among others, the multinational character of the region

# STRENGTHS

## NATURAL ENVIRONMENT AND INFRASTRUCTURE

- A clean, diverse and unchanged natural environment
- Good conditions for the production of energy from renewable sources and the development of a circular economy



# WEAKNESSES

## SOCIETY

- Decreasing population potential in terms of labour resources, as a result of the drain on qualified personnel
- Ageing of the population, including labour resources
- Low income level of the population
- Low tendency of the region's inhabitants to participate in the structures of social organisations
- Poor and unequal access to specialist health services in the public sector

# WEAKNESSES

## NATURAL ENVIRONMENT AND INFRASTRUCTURE

- Unsatisfactory transport accessibility, mainly intra-regional
- Low population density hindering access to public services and increasing investment costs
- Inadequate quantity and quality of electricity (especially distribution) and gas networks
- Insufficient infrastructure related to water and sewage and waste management
- The perception of protected areas by part of the population as a barrier to development (in particular NATURA 2000 areas) and the need to raise awareness and qualifications of public administration in the field of management in protected areas



# OPPORTUNITIES

## ECONOMY

- Development of ICT and the possibility of its use in many areas - in economic activity (including tourism), culture, health care, education
- Development of domestic and foreign network connections (especially in the context of knowledge transfer)
- The image of the voivodeship as a clean and ecological region
- Increase in external demand for the region's products and services
- Developing and promoting cooperation with European Union countries

# OPPORTUNITIES

## SOCIETY

- Increased demand for organic, traditional and regional food and quality food
- Increased environmental awareness
- The spread of lifelong learning
- An increase in the professional and physical activity of an ageing society as an opportunity to develop specialist services in the field of rehabilitation, geriatrics, nutrition, etc. and to develop the so-called silver economy
- Increased interest in new forms of tourism (including in particular qualified tourism)



# THREATS

## ECONOMY

- Brain drain
- Growing competition from East Asian economies
- Slump in countries with economic links to Poland and the Podlaskie Voivodeship

# THREATS

## SOCIETY

- Strong anthropopressure on the environment



# OPPORTUNITIES

## LOCATION

- Border location of the voivodeship on transport routes, enabling direct connection in land transport between the Baltic States and the rest of the European Union and the Far East
- Proximity to the absorptive sales market of the Warsaw agglomeration

# OPPORTUNITIES

## EXTERNAL POLICIES

- Targeting government priorities on areas requiring central support
- European Union policy aimed at developing multi-modal transportation, supporting the development of infrastructure in areas most deprived of it
- Availability of structural funds for innovative and other pro-development activities
- Implementation of energy investments (electricity and gas)
- Europe's environmental and climate change objectives (Green Europe)
- Deglomeration by transferring selected central offices to small and medium-sized towns

EXTERNAL CONDITIONING



# THREATS

## LOCATION

- Marginalisation of the Voivodeship due to poor transport accessibility
- Increase in traffic, especially heavy traffic on unsuitable roads
- Restriction of public transport connections

# THREATS

## EXTERNAL POLICIES

- Political, administrative and economic constraints, the consequence of which are reduced opportunities to take advantage of the region's border location and to enter the Eastern markets
- Legal regulations and systemic solutions, especially in the area of contracting medical services, the consequence of which is further limitation of access to medical services
- Insufficient security of funds for tasks delegated to local government units and the consequent reduction of investment outlays
- Implementation of external policy instruments, which weaken the competitiveness of Podlaskie companies

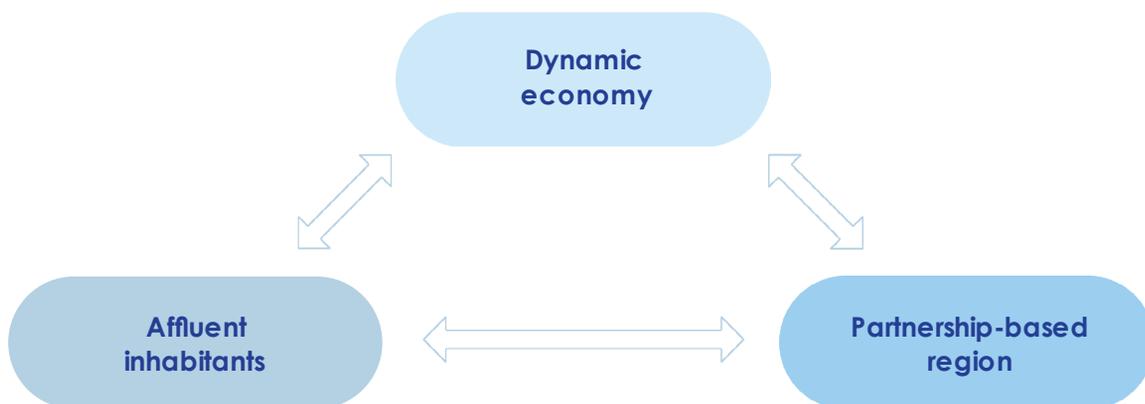


# 5

## Objectives of the Podlaskie development

### 5.1. Structure of objectives

The objectives of the Podlaskie Voivodeship Development Strategy are subordinated to the implementation of the vision of development and are sort of new paths to reach the vision.



*Figure 1. Relations between strategic objectives*  
Source: own study.

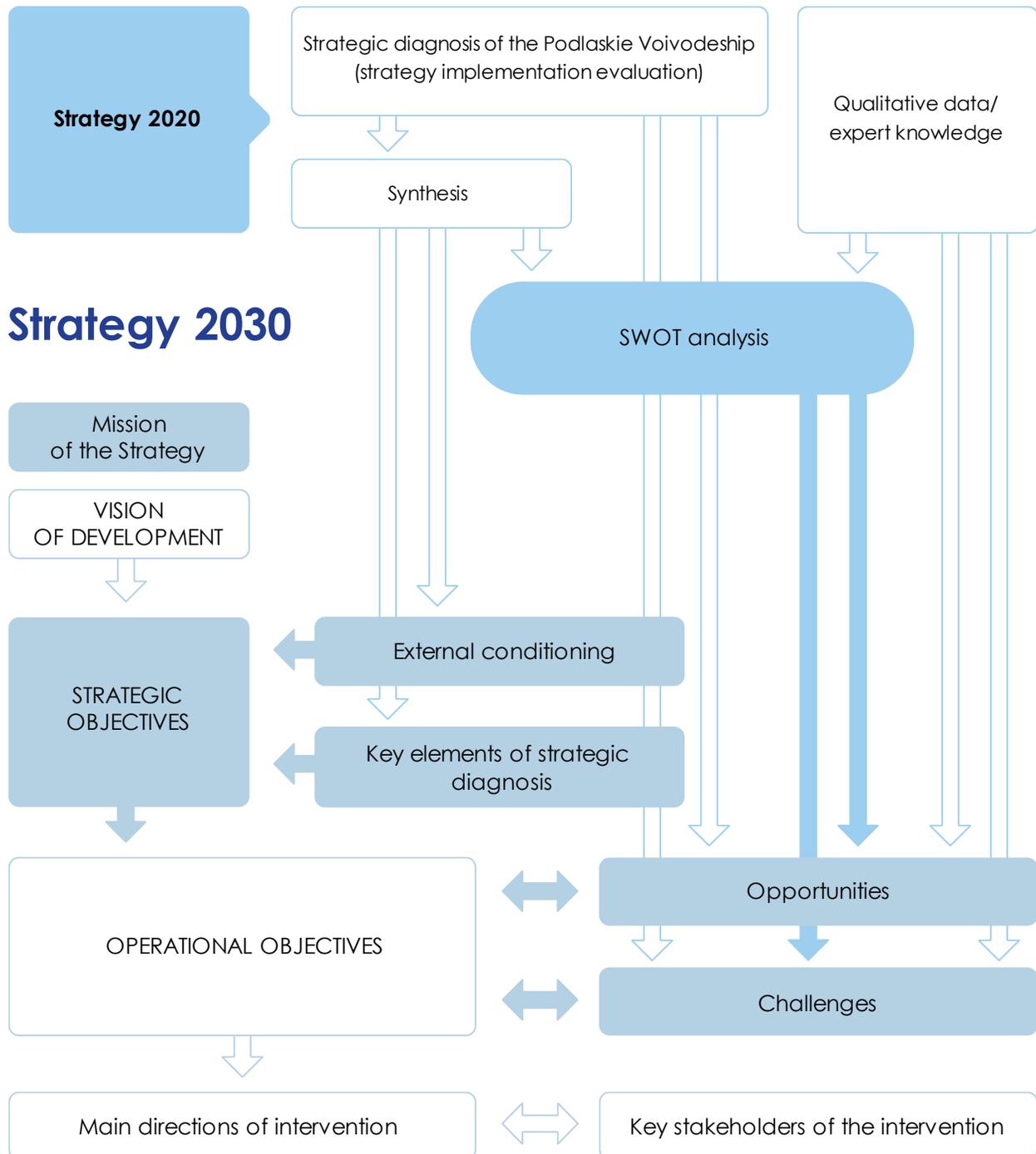
Therefore, at the level of strategic objectives, three objectives of this type were distinguished:

1. Dynamic economy;
2. Affluent inhabitants;
3. Partnership-based region.

The three strategic objectives are closely linked and interdependent (Figure 1).



The choice of strategic objectives results from the analysis of external conditions of the development of the Podlaskie Voivodeship in the 2020s and key conclusions from the strategic diagnosis of the Podlaskie Voivodeship (Figure 2).



**Figure 2.** Scheme of building objectives in the Voivodeship Strategy  
Source: own study.



Each of the strategic objectives contains operational objectives, which in turn define both the key directions of activities and the main stakeholders. The operational objectives are aimed at using the Voivodeship's potential and serve to respond to specific development challenges.

The focus of the development policy on the three strategic objectives corresponds to the needs and aspirations of the region's inhabitants. A dynamic economy will maintain a favourable trajectory of development thanks to, among other things: the industries of the future, a system of open innovation, local entrepreneurship, the energy revolution and the implementation and dissemination of e-Podlaskie ideas.

The increase in the population's wealth will be achieved by building and strengthening the competence of Podlaskie's residents, as well as activities increasing the opportunities for developing social activities in modern, high quality spaces.

Of course, the wealth of the region's inhabitants will also be the result of achieving successes in other strategic objectives, mainly a dynamic economy.

The implementation of the strategic objective of the partnership-based region is linked to stimulating good governance, developing social capital, supporting international and supra-regional relations, and using the potential that may be the consequence of the external interest in the Podlaskie Voivodeship.

These strategic and operational objectives will be implemented in cooperation with individual stakeholders (social participation dimension) and taking into account the spatial specificity (territorial dimension). Striving to implement the strategy also means identifying appropriate courses of action and possibilities of co-financing.



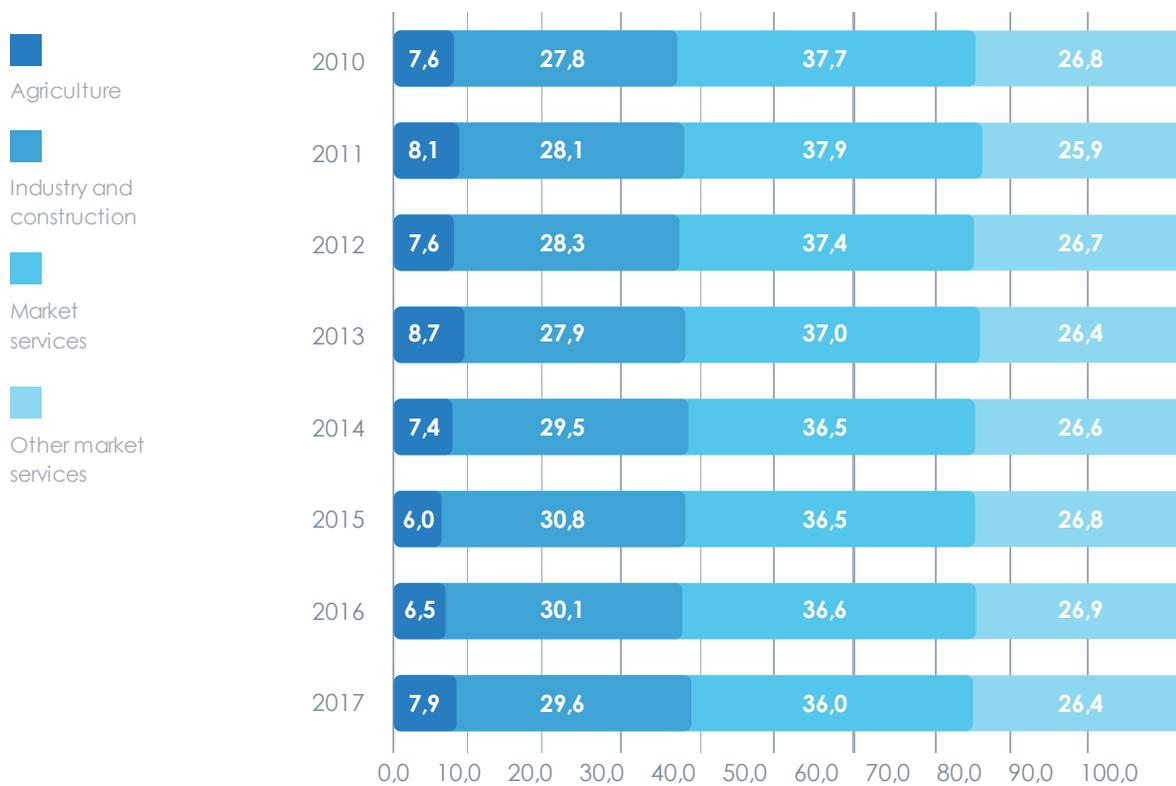
## Strategic objective No. 1. Dynamic economy

### Key elements of strategic diagnosis

- ✓ Industry and construction are successively increasing their role in regional economy but it is still lower than the average of the country

**Graph 1.**

Breakdown of gross added value in the Podlaskie Voivodeship by the NACE in 2010-2017 (in %)



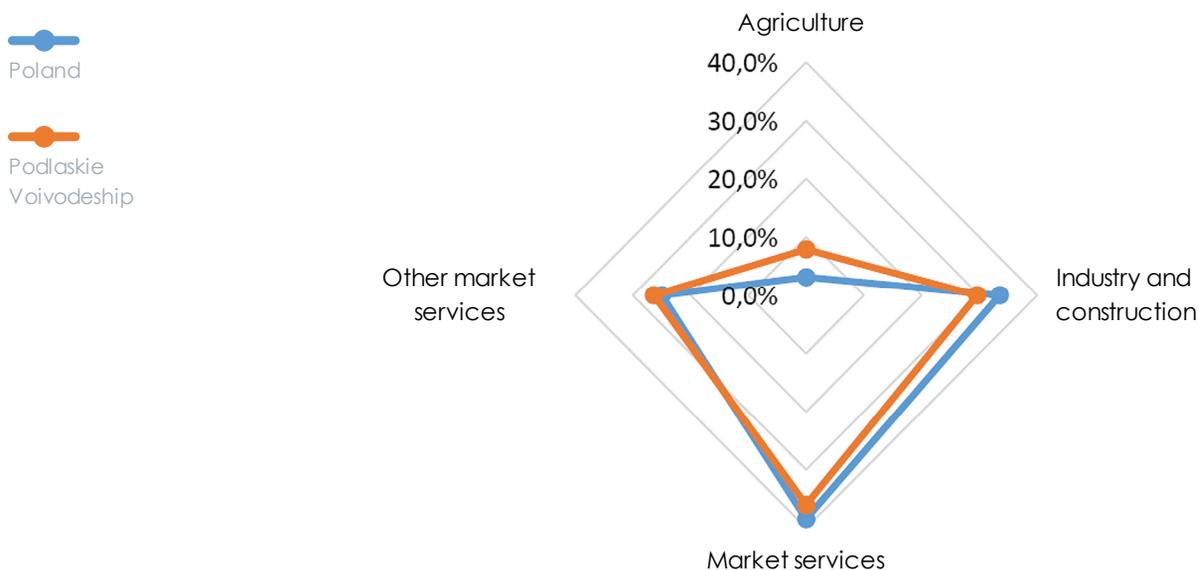
Source: own study based on Central Statistical Office (CSO) Local Data Bank.



- ✓ High participation of low-productivity agriculture in the region's economic structure (two and a half times higher participation in GVA than the average for the country)

**Graph 2.**

Breakdown of gross added value in Poland and the Podlaskie Voivodeship by the NACE in 2017

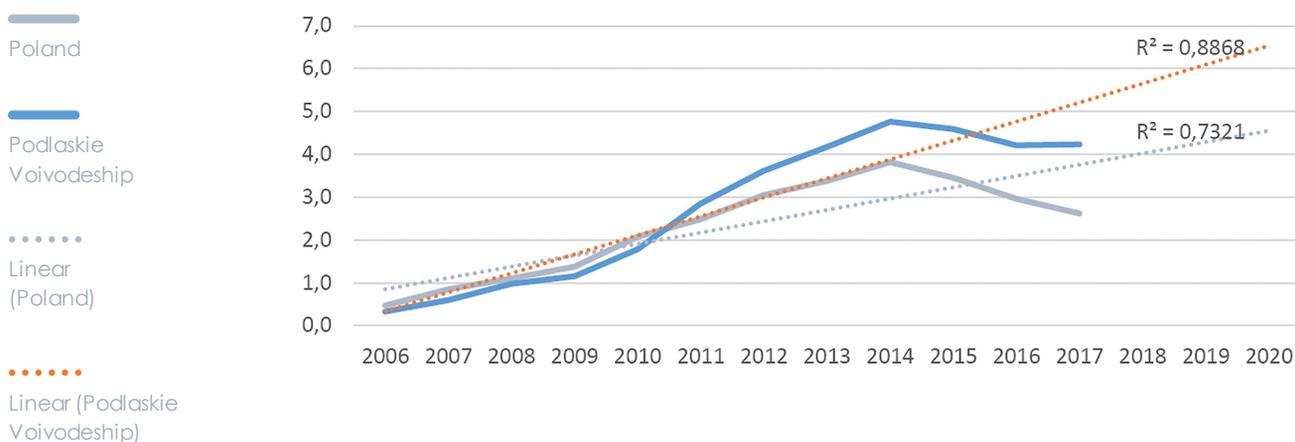


Source: own study based on CSO Local Data Bank.

- ✓ The share of organic farms in the Podlaskie Voivodeship in the number of organic farms in Poland at the level of 15.9% places the region in second place in the country.

**Graph 3.**

Share of organic farmland in certified organic farms in total farmland between 2006 and 2017 with a trend towards 2020



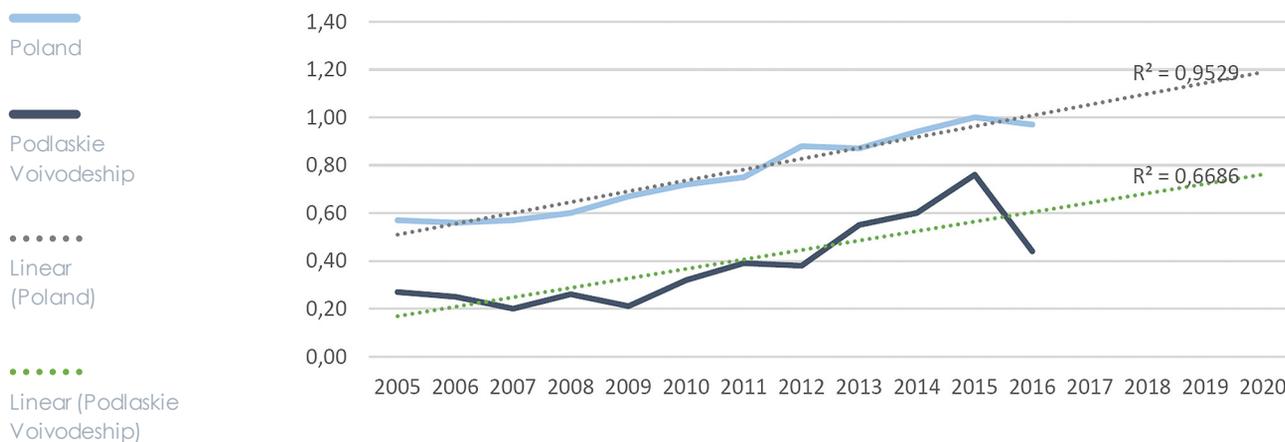
Source: own study based on CSO Local Data Base.



- ✓ The share of the Podlaskie Voivodeship in national export is low, but important for the region's economy (20% of regional GDP). High dynamics of export in the region is visible (in 2010- 2017, export increased by 189%),
- ✓ The limited investment attractiveness of the region is still visible, which translates into a low share of foreign capital,
- ✓ The region is still struggling with a low level of innovativeness (in terms of outlays on research and development activities in relation to the GDP, Podlaskie Voivodeship is in 10th place among all voivodeships).

**Graph 4.**

R&D expenditure in relation to the GDP (current prices) in 2005-2016 with a trend towards 2020



Source: own study based on CSO Local Data Base.

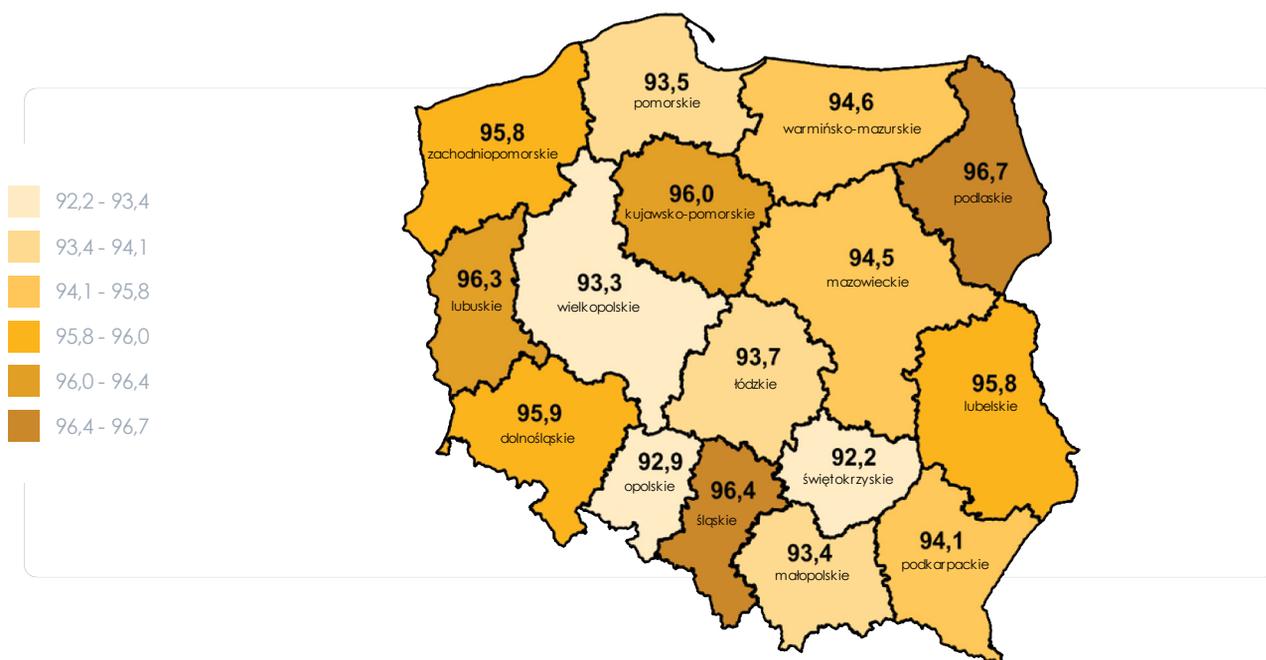
- ✓ The low degree of diversification of the sources of financing innovation (innovations financed mainly from own resources of enterprises) contributes to the low level of innovation in the region,
- ✓ The cooperation of enterprises with R&D units (mostly simple forms of cooperation with low added value) and the activity of scientific units in international networks are at a low level,
- ✓ A positive aspect of cooperation within the scope of innovative activity in the voivodeship is the cooperation of enterprises within the framework of cluster initiatives (in the years 2015-2017 in the industrial sector, within the scope of innovative activity within the framework of cluster initiatives, 10.0% of all enterprises active in innovation, with the national average of 5.7%),
- ✓ There are few scientific units in the region with a high parametric rating from the Ministry of Science and Higher Education,
- ✓ The region is characterised by a relatively well-developed network of higher education (although few universities have been highly rated in national rankings) and trend for studying,



- ✓ The low level of entrepreneurship identified in the region is particularly visible in peripheral areas (rural and urban areas outside the direct impact zone of Białystok and subregional centres),
- ✓ Despite the lower intensity of tourism than in the rest of the country, the border location and natural values constitute a potential for the development of selected forms of tourism,
- ✓ The region is dependent on energy imports (it has the lowest results in the country in energy production). Nevertheless, it achieves above average results in the production of energy from renewable sources (2nd place in the country),
- ✓ The accessibility of the Internet has developed dynamically - the region has the best Internet accessibility indicators for enterprises in the country.

**Map 1.**

*Enterprises with access to broadband Internet in 2017 (in %)\**



\* The data compartments are enclosed on the left-hand side

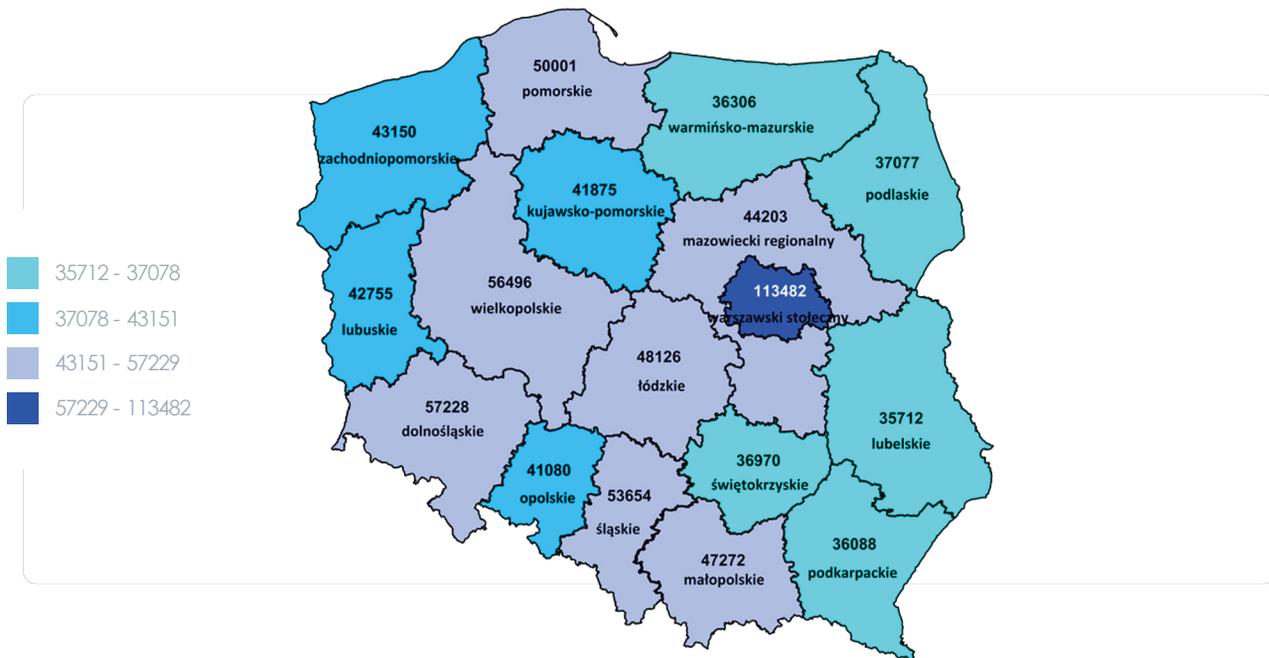
Source: own study based on CSO Local Data Base.



The essence of this strategic objective is to strengthen and boost the economy of the Podlaskie Voivodeship. Despite visible positive social and economic changes in the region and favourable development trends, the level of GDP per capita is still unsatisfactory.

**Mapa 2.**

Gross Domestic Product per capita (in PLN) in 2017\*



\*The data compartments are enclosed on the left-hand side

Source: Own study based on CSO Local Data Base.

The low GDP generated in the region translates into a fairly low average monthly salary for the inhabitants. This is not conducive to stopping the key negative trends associated with depopulation, which has already affected the Podlaskie Voivodeship, and the demographic forecasts are pessimistic.

The regional economy must significantly increase its dynamics, creating high quality and well-paid jobs. A dynamic region, aiming at the group of moderately developed regions, creating many opportunities for the professional activity of its inhabitants, will also be an attractive place to live.

**The strategic goal of a dynamic economy will be implemented through the following operational objectives:**

- 1. Industries of the future;**
- 2. Podlaskie system of open innovation;**
- 3. Local entrepreneurship;**
- 4. Energy revolution and circular economy;**
- 5. E-Podlaskie.**



## OPERATIONAL OBJECTIVE

### 1.1. Industry of the future

The operational objective of the industry of the future is a response to the global transformation involving industrial enterprises called industry 4.0. Technological progress, robotisation and computerisation are changing business models and production methods.

It is necessary to ensure an increase in the share of industry in the economic structure based on the industries deep-rooted in the region (especially those forming part of smart specialisations), modernising them on the basis of the latest trends in industry 4.0 and thus transforming them into "industries of the future". An example is the **Agricultural Valley 4.0 initiative**.

One of the ways to strengthen the industrial position of the Podlaskie Voivodeship will be to strengthen the internationalisation of companies. Supporting exports, attracting foreign direct investment to the region, as well as supporting the entry of Podlaskie companies to foreign markets (in the form of direct investment) should overcome the problem of limited regional market potential. The low absorption capacity of the regional market and the limited investment potential of domestic companies make the expansion into external markets an opportunity for the growth of the economy and creation of new high quality jobs.

It is important to seek the ways of development in closer cooperation with other areas, both at home and abroad, in order to increase access to external product and capital markets for the acceleration of regional development.

The industry of the future should be used, for example, to develop organic agricultural production, which may be one of the specialities of the Podlaskie Voivodeship corresponding to demand trends in Europe and in the country. The key objective should be not only to produce organic food itself, but to ensure that it is properly processed and reaches the target markets with own brands. It is only through an integrated approach to organic food that the region as a producer of organic food can achieve significant economic benefits from this direction of economic activity.



Potentials	Challenges
<ol style="list-style-type: none"><li>1. Dynamic industrial companies and good condition of the entire industrial sector</li><li>2. Companies capable of gaining new markets and increasing the value of exports, especially in demanding markets</li><li>3. High scientific potential in selected fields</li><li>4. Developed sectors of the economy in different parts of the Voivodeship: metal-machinery, medical sector, agri-food industry, wood industry, furniture, yacht industry, construction.</li></ol>	<ol style="list-style-type: none"><li>1. Including the economy of the Podlaskie Voivodeship in industry 4.0 and taking advantage of the transformation of the world industry</li><li>2. Strengthening relations between business and science</li><li>3. Strengthening the potential of the regional companies in the field of internationalisation in its broadest sense</li><li>4. Increase the investment attractiveness of the voivodeship</li><li>5. Inclusion of the Voivodeship in global trends in the demand for organic food under own brands</li></ol>

#### Main directions of intervention:

1. Economic promotion of the region at the national and international level;
2. Internationalisation of Podlaskie enterprises, in particular export support;
3. Support for investments in the Voivodeship's smart specialisation areas;
4. Support for networking of enterprises, creation and development of clusters;
5. Strengthening relations between business and science;
6. Improving the quality of management in the Podlaskie economy, including the use of platforms and digital technologies

#### Key stakeholders of the intervention:

1. Entrepreneurs building the advantages of companies based on modern and innovative technological, process and organisational solutions;
2. Organisations supporting relations between business - science - business environment institutions;
3. Institutions dealing with economic promotion of the voivodeship;
4. Universities, research and development centres and other knowledge creation and transfer centres.



#### OPERATIONAL OBJECTIVE

### **1.2. The Podlaskie system of open innovation**

Innovation and openness to change should characterise not only key enterprises, but the entire region. Activities carried out in the traditional way in an extremely dynamic environment cannot be successful in economic, scientific or organisational activities. The aim must be to ensure exceptional innovation, especially in the area of smart specialisation, both in the service sector and industry.

It will also be important to transform the triple helix (business - science - administration) into a quadruple helix, which will additionally include stakeholders representing a wide range of innovation users, i.e. mainly residents of the region.

The implementation of the open innovation model, according to which companies should not rely solely on the results of their own research and development works, but use external sources of innovation through cooperation with other entities, is particularly important in the Podlaskie Voivodeship, where domestic companies with limited research and development potential dominate.

In an open approach to innovation, it will be important to support the potential of business environment institutions, whose services addressed to companies should be a key factor in building innovation in the whole voivodeship.



Potentials	Challenges
<ol style="list-style-type: none"><li>1. A group of highly innovative companies, including start-ups</li><li>2. Other entrepreneurs operating in the region with a significant position on European and world markets</li><li>3. Higher education institutions with research potential that meet the needs of the economy</li><li>4. Relatively high share of residents with higher education</li></ol>	<ol style="list-style-type: none"><li>1. Increasing the innovativeness of companies (introducing new products and improving them)</li><li>2. Enhancing innovation in higher education institutions</li><li>3. Efficient use of business innovation funding</li><li>4. Increasing the level of mutual cooperation between enterprises (including start-ups) and with the research and development sector</li></ol>

#### Main directions of intervention:

1. Stimulating cooperation between science and economy;
2. Supporting network innovation (within clusters, start-up platforms, agreements);
3. Support for new high-tech products and services;
4. Support for R&D activities;
5. Facilitating access to diversified sources of financing for innovative activity, including R&D;
6. Support for product, process, organisational and marketing innovations;
7. Support for institutions surrounding innovative economy;
8. Social innovations as a form of solving social and economic challenges (aging of the society, digital revolution, climate changes, necessity of constant adaptation of competences of the inhabitants and others).

#### Key stakeholders of the intervention:

1. Entrepreneurs building the advantages of companies based on modern and innovative technological, process and organisational solutions;
2. Universities, research and development centres and other knowledge creation and transfer centres;
3. Institutions supporting innovative economy (e.g. industrial and scientific-industrial parks);
4. Other organisations supporting relations between business - science - business environment institutions;
5. Social organisations.



## OPERATIONAL OBJECTIVE

### 1.3. Local entrepreneurship

For the operational purpose of local entrepreneurship, the key issue is to create favourable conditions for the development of companies that build their position based on local resources and potentials. The Podlaskie Voivodeship will take advantage of and support the development of entrepreneurial attitudes of its inhabitants as well as visitors.

Entrepreneurship can be understood as the ability to use its own potential. It includes creativity, innovation and risk-taking, as well as the ability to plan and run projects in order to achieve the intended objectives. These elements will be developed in the inhabitants of the region at all stages of education. In addition, favourable conditions will be created at local level for the establishment of new businesses, especially by young people from the region.

The development of entrepreneurship will also include stimulating non-agricultural activities in rural areas and seeking alternative sources of income for people living in environmentally attractive and protected areas. Clean natural environment should be used for the development of organic and sustainable farming, local processing of agricultural products, as well as for the development of selected forms of tourism.

Potentials	Challenges
<ol style="list-style-type: none"><li>1. Entrepreneurs, including farmers who have been operating in the region for years, demonstrating their potential for success</li><li>2. Gaps in meeting local demand</li><li>3. Trade contacts of the region with Russia, Belarus and proximity to Eastern markets (including border traffic)</li><li>4. Economic immigration (mainly from Belarus and Ukraine)</li><li>5. Unique tourist values of international and national importance, enabling the development of selected forms of tourist activity</li></ol>	<ol style="list-style-type: none"><li>1. Increasing the overall level of entrepreneurship</li><li>2. Making effective use of economic immigration to stimulate entrepreneurship at local level</li><li>3. Smart development of stable trade relations with partners from Eastern partners</li></ol>



#### **Main directions of intervention:**

1. Shaping entrepreneurial attitudes and knowledge about running a business at all stages of education;
2. Supporting the establishment of new enterprises and the development of existing ones, including organisational, educational and financial aspects;
3. Developing organic and sustainable forms of agricultural production and the associated development of local processing and marketing of quality food (including through participation in producer groups) and supporting the concept of short supply chains;
4. Supporting the development of tourism based, among others, on natural assets, cultural heritage and local tourism products.
5. Support for the development of spa services

#### **Key stakeholders of the intervention:**

1. Entrepreneurs;
2. Residents wishing to set up a business in the region;
3. Business environment institutions;
4. Local self-governments.

### **OPERATIONAL OBJECTIVE**

## **1.4. Energy revolution and circular economy**

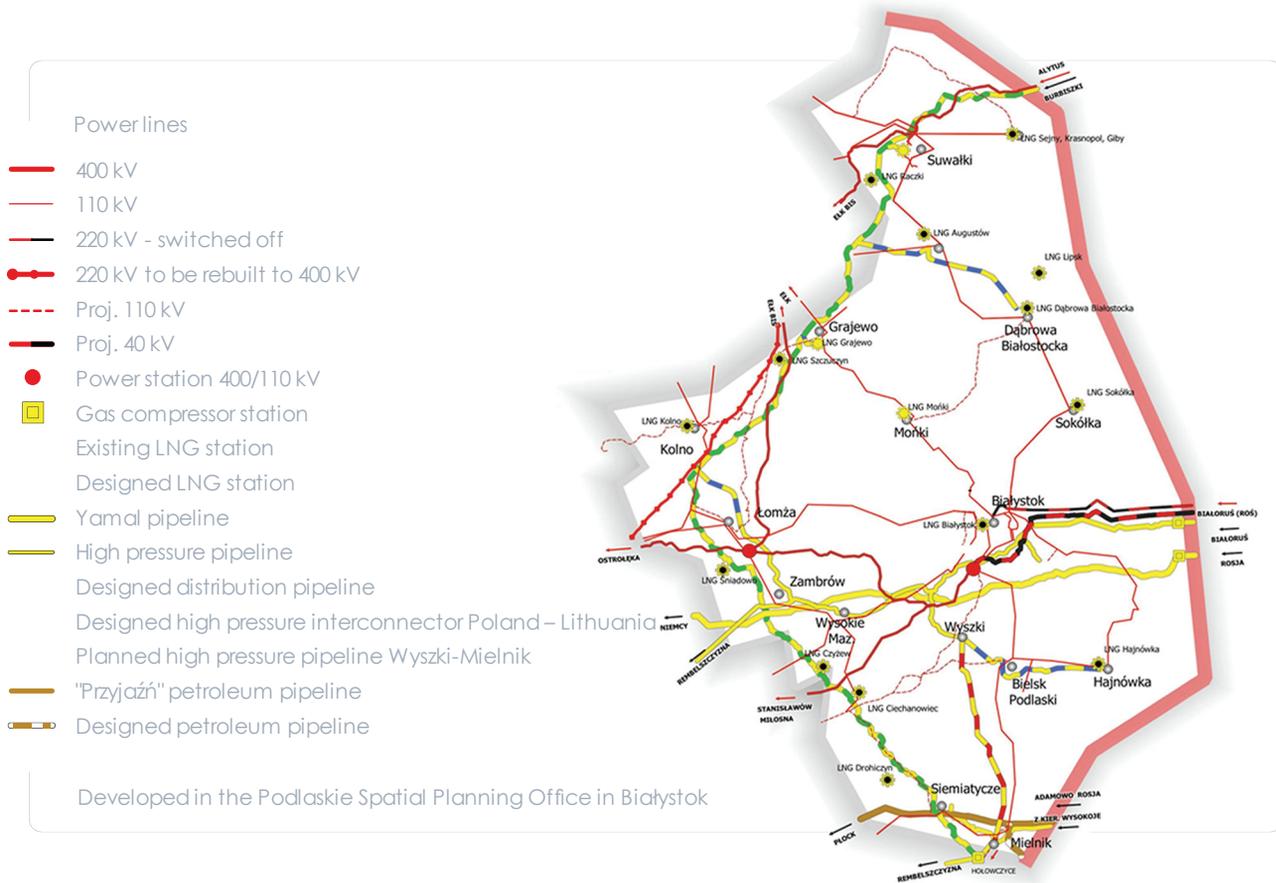
Benefiting from the policies pursued by the EU and the Polish Government to carry out an energy revolution, which will lead not only to an increase in the share of renewable energy (SRE) in overall energy consumption, but will also make decentralised energy sources owned by Podlaskie residents and entrepreneurs.

At the same time, the region aims to take advantage of the opportunity offered by the possibility of implementing a circular economy, which could potentially mean a reduction in operating costs for businesses and lower charges for the use of environmental factors on the part of inhabitants. The concept of a circular economy is one of the European Union's top priorities and will therefore be supported by the structural funds. Measures for renewable energy and the circular economy will constitute the Podlaskie Voivodeship's contribution to the fight against global climate change as one of the most important challenges of modern times. The Podlaskie Voivodeship should become a leader in the implementation of RES and circular economy solutions,



which will not only directly ensure higher competitiveness of Podlaskie companies and a better quality of life for its residents, but will also create an innovative economic sector in which specialisation can bring significant economic benefits. Podlaskie should be an exporter of solutions and technologies in the field of RES and circular economy.

**Map 3.**  
Energy infrastructure of the voivodeship



Source: The Podlaskie Spatial Planning Office in Białystok.

Potentials	Challenges
<ol style="list-style-type: none"> <li>1. Natural and economic conditions for the development of RES sectors (mainly biomass and solar energy)</li> <li>2. Experience to date in the use of RES</li> <li>3. Positive attitude of residents towards RES</li> </ol>	<ol style="list-style-type: none"> <li>1. Energy transition to ensure energy security for the region</li> <li>2. Social, technological and organisational preparation for the circular economy</li> </ol>



#### **Main directions of intervention:**

1. Supporting the development of renewable energy sources (RES) and diversified energy;
2. Development and modernisation of energy transmission and distribution infrastructure, including the development of intelligent energy transmission and distribution systems;
3. Development of the gas network;
4. Implementation of low-emission strategies in such areas as: public transport, energy efficiency, and air quality;
5. Development and implementation of circular economy technologies in companies, institutions and households;
6. Environmental education.

#### **Key stakeholders of the intervention:**

1. Entrepreneurs;
2. Residents;
3. Self-governments;
4. Other public institutions;
5. Social organisations;
6. Energy clusters.

### **OPERATIONAL OBJECTIVE**

## **1.5. E-podlaskie**

The entire Voivodeship should move to a system of digital economy, taking a developmental leap forward and omitting the stages of imitation of similar but slightly better developed regions.

The solution for the Podlaskie Voivodeship should be to implement the latest generation models and solutions as quickly as possible. E-Podlaskie means improving the competitiveness of enterprises, but at the same time increasing the accessibility of residents to public services.

This will require the continuation of activities in the area of development of infrastructure and ICT systems throughout the region, digitisation of data and information, and development of digital competences and services provided by electronic means (hardware and software). With the low population density characteristic of the Podlaskie Voivodeship, one of the important forms of improving access to public services is providing them in digital form. Due to the fact that many inhabitants live far from urban centres, further development of e-government or e-health should be emphasised.



Potentials	Challenges
<ol style="list-style-type: none"><li>1. The best Internet accessibility for businesses in the country</li><li>2. High tendency of the Podlaskie companies to use the Internet as an element of strengthening value chains and contacts with customers and partners</li><li>3. Considerable experience in the region in the development of e-public services, including e-government and e-health</li></ol>	<ol style="list-style-type: none"><li>1. Development of Internet access network for residents on the basis of existing broadband networks</li><li>2. Encouraging public entities to create a supply of e-services</li><li>3. Encouraging residents and entrepreneurs to use the e-services offered</li></ol>

#### **Main directions of intervention:**

1. Improvement of the quality of service for residents and enterprises through digital services (e-business, e-education, e-government, e-health);
2. Use of digital technologies to improve competitiveness in economic activity, including tourism;
3. Implementation of Smart City and Smart Village concepts;
4. Improvement of living standards of inhabitants and competitiveness of enterprises through equal access to the Internet (with optimal use of existing backbone and distribution network resources);
5. Actions aimed at preparing the society, entrepreneurs, science and administration to create and use digital solutions.

#### **Key stakeholders of the intervention:**

1. Entrepreneurs;
2. Residents;
3. Self-governments;
4. Other public institutions with digital access to services;
5. Social organisations.



## Strategic objective

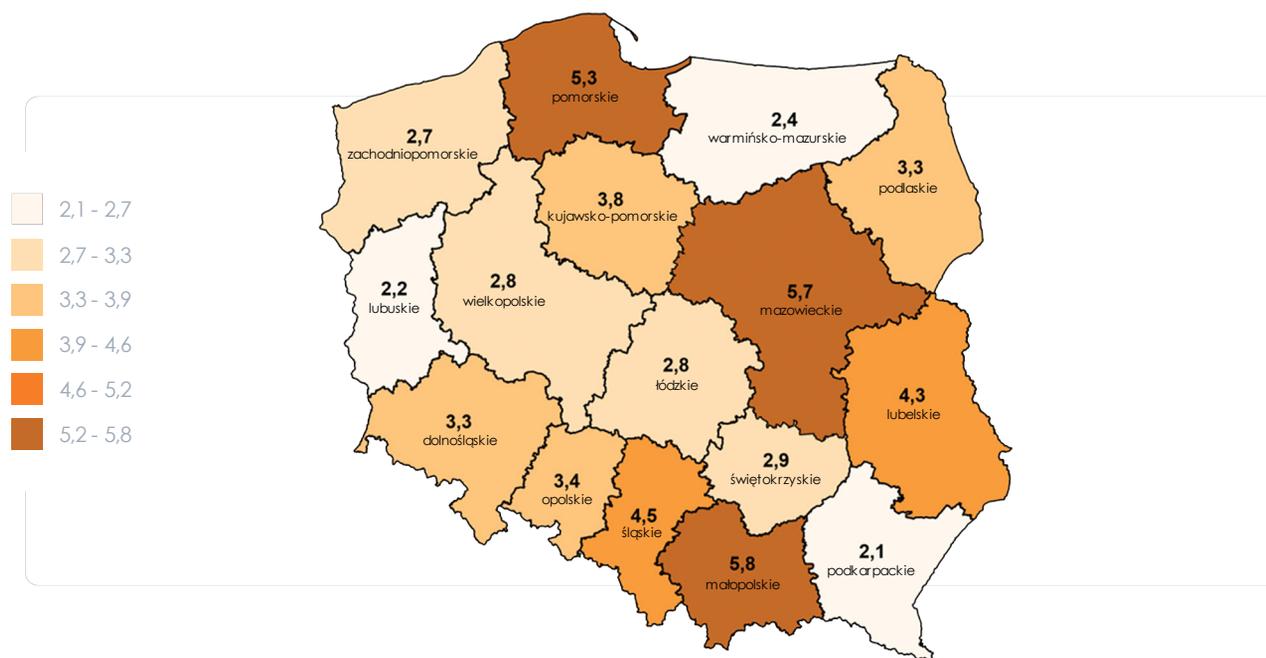
### 2. Affluent inhabitants

#### Key elements of strategic diagnosis

- ✓ The inadequacy of the educational offer to the needs of the market is manifested by the shortage of employees with the qualifications sought by employers,
- ✓ The region is characterised by a lower percentage of children in pre-school education than in other voivodeships (in 2017 in Podlaskie Voivodeship 85.5% of children aged 3-6 benefited from pre-school education, with the average for Poland being 86.4%),
- ✓ The tendency of the inhabitants of Podlaskie Voivodeship to develop their competences within the framework of lifelong learning is lower than the national average (with 3.3% of adults aged 24-65 learning or completing further education, but the country average was at 4% in 2017). A downward trend of the indicator has been visible over recent years.

#### Map 4.

Adults aged 25-64 learning or completing further training (% of all people in this age group) in 2017 \*



\*The data compartments are enclosed on the left-hand side

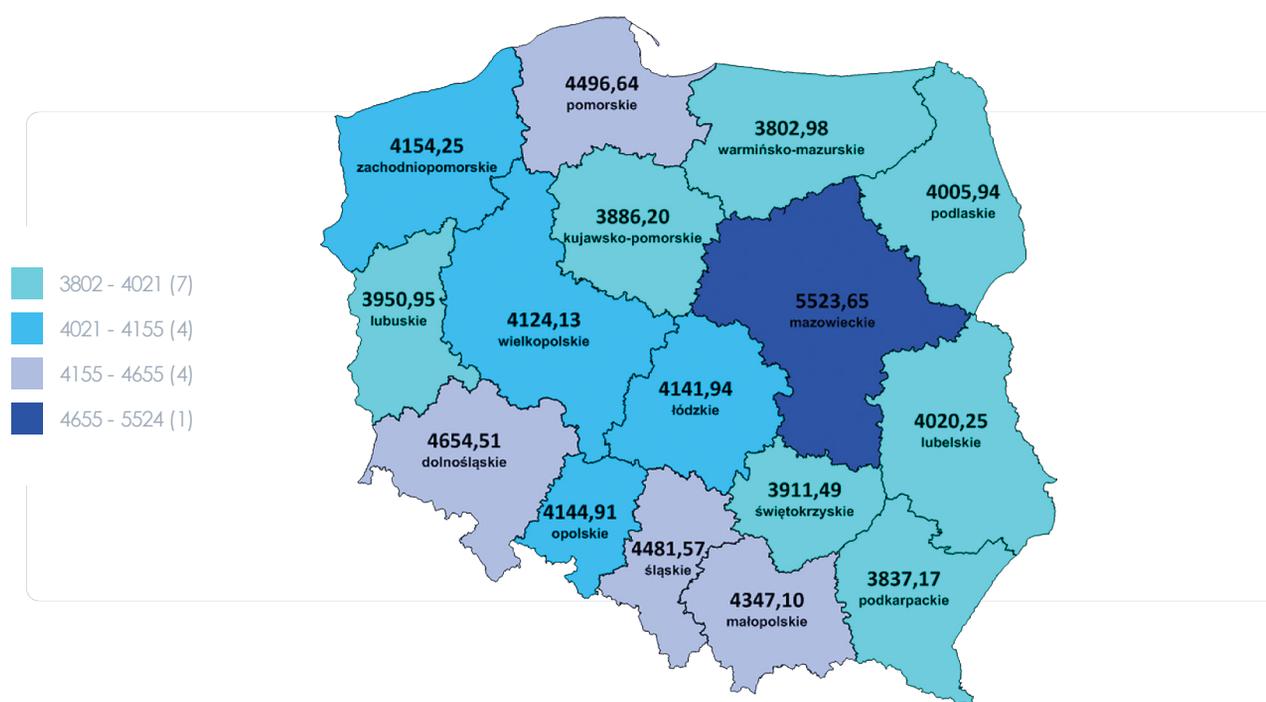
Source: own study based on CSO Local Data Base.



- ✓ The region is characterised by a relatively well-developed network of higher education (although few universities have been highly rated in national rankings) and a fashion for studying,
- ✓ The low GDP generated in the region translates into a fairly low average monthly gross salary in the voivodeship, which in 2017 constituted 88.5% of the national average.

**Map 5.**

Average monthly gross income in 2017



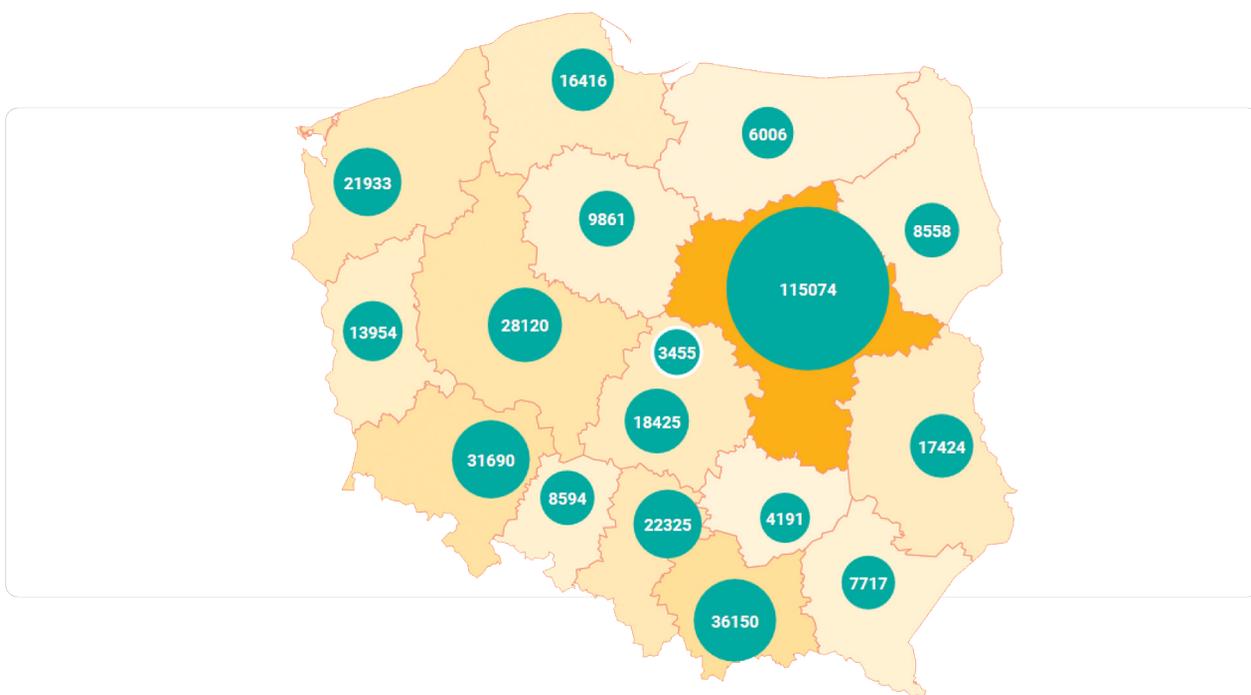
Source: own study based on CSO Local Data Base.



- ✓ Podlaskie belongs to the group of voivodeships where the access infrastructure of the Internet has been developing the fastest, and digital competences of the society have also improved
- ✓ The number of foreigners holding valid residence permits has been growing steadily since 2017, which may strengthen human capital in the region.

**Map 6.**

*Number of foreigners with valid documentation to legally reside in Poland in 2018*



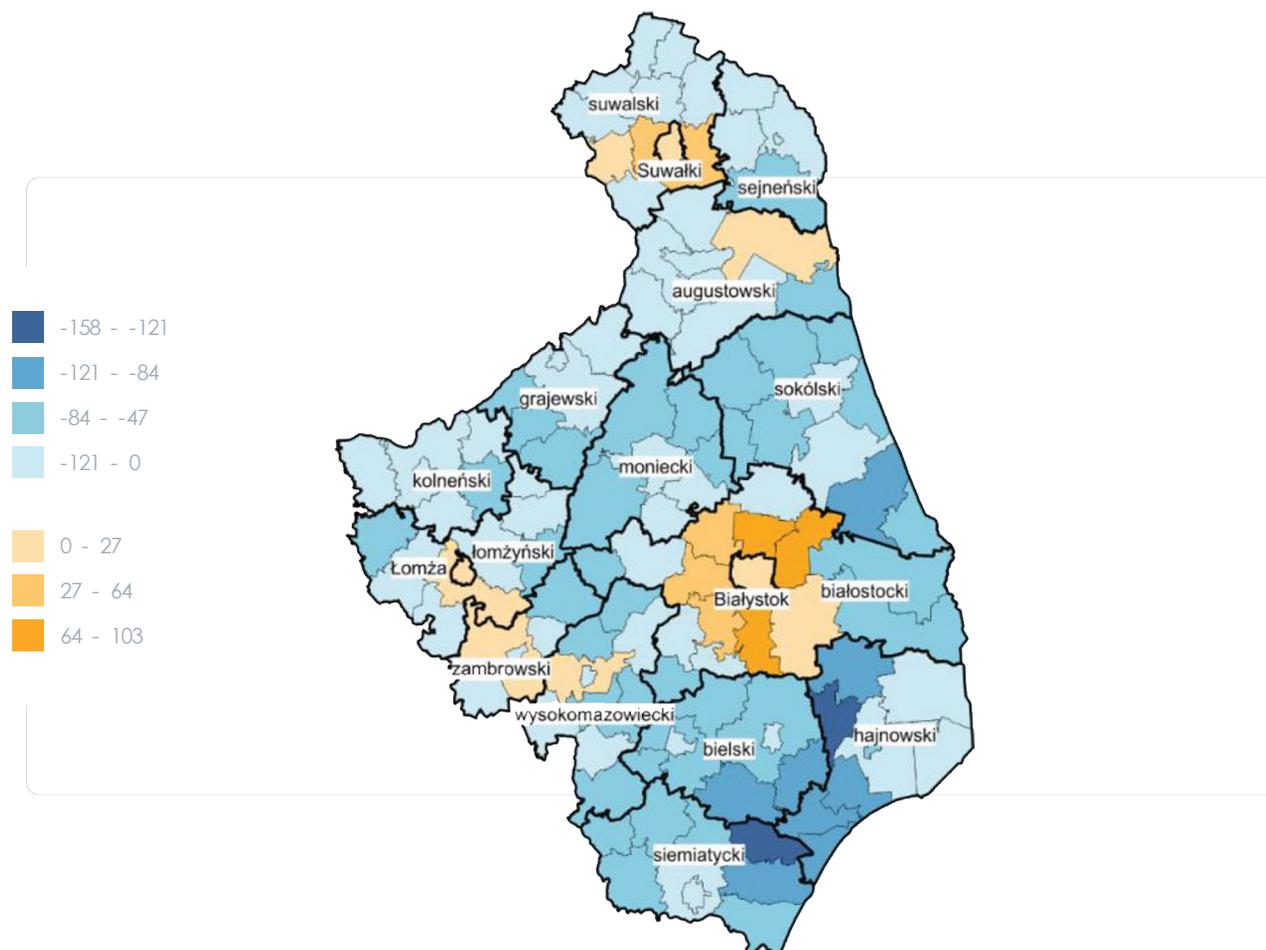
*Source: [www.migracje.gov.pl](http://www.migracje.gov.pl) (date of access: 18.12.2018).*

- ✓ The region's population potential is strongly linked to demographic phenomena (progressive depopulation - although the region retains a good demographic structure against the background of the country); an unfavourable migration balance and negative natural growth - however, an improvement in indicators has been visible in recent years; the ageing population - Podlaskie Voivodeship is, however, a relatively young region in terms of the age structure of the population; the brain drain - although the process has slowed down in recent years, the negative phenomenon of a surplus of young people leaving the region over the number settling in the region is still observed.



**Map 7.**

Change in the population level in 2013-2017 (person/1000 inhabitants)



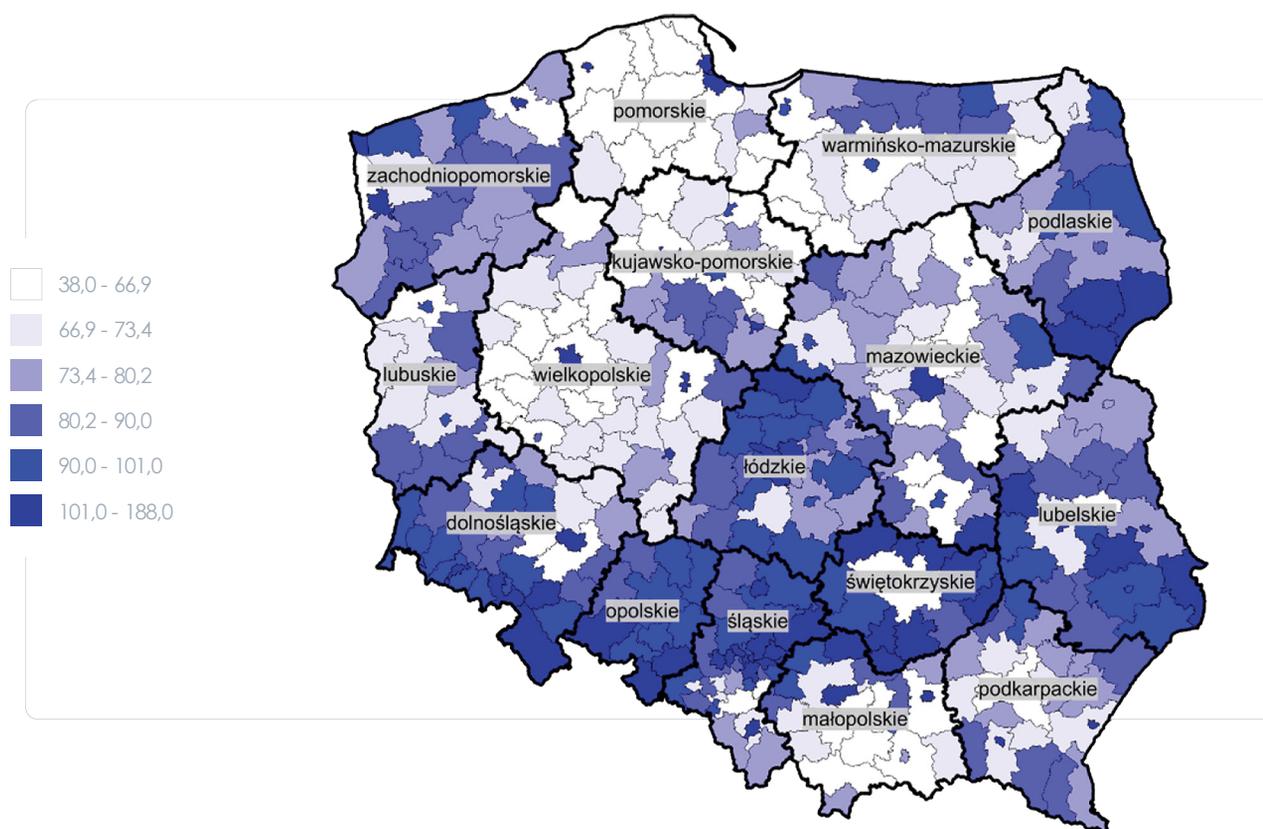
Source: own study based on CSO Local Data Base.

- ✓ Although there has been a general improvement in the accessibility of health services in the region, due to rising mortality rates and an ageing population, their further development is extremely important (especially as regards access to specialists, which is still at a low level).



**Map 8.**

Advancement of the population ageing process in the poviats in 2017 (in persons)\*\*



\* The data compartments are enclosed on the left-hand side

Source: own study on the basis of CSO Data Base

- ✓ Environmental values and low level of pollutant emissions make the region one of the cleanest in Poland. However, the increasing amount of waste is still a problematic issue. It is therefore important to further develop ecological attitudes on a local scale,
- ✓ The Voivodeship's transport accessibility index - road and rail - is one of the lowest in the country,
- ✓ The region has an opportunity to develop intermodal transport in freight services, which is seen in the development of the railway infrastructure within Kuźnica Białostocka and Siemianówka.



The awarding of the strategic objective to the affluent inhabitants is intended to focus the attention of the region's development policy on building and developing strong human capital, which is treated as the most important resource of the region.

The objective of each local government should undoubtedly be to ensure a high quality of life for its residents. In the Podlaskie Voivodeship, this task coincides with particular specific remarks. Above all, the region is witnessing depopulation processes, and especially the migration of young people, often very well educated, not only from rural areas, but also from towns as sub-regional centres. The outflow of inhabitants, including the so-called 'brain drain', is becoming an important constraint on opportunities for economic development.

Entrepreneurs in all subregions point to the difficulty of employing competent staff as a key factor limiting the opportunities for business development. The shortage of workers interlaps with two other extremely important factors. **The first of these is the process of an ageing population** and the expected, and even already perceptible, outflow of experienced workers who are leaving their current workplaces. **The second factor is the widespread mismatch between qualifications and competences** developed in the education system and the needs of employers.

Despite seeing an improvement in these indicators, the Podlaskie Voivodeship has one of the highest percentages of the population affected by poverty, which is combined with quite weak social activity indicators and deficiencies in social infrastructure. Particularly important are the differences within the Voivodeship in terms of access to education and medical services (despite good indicators against these of the country).

**The strategic objective of affluent inhabitants will be implemented through the following operational objectives:**

- 1. Competent inhabitants;**
- 2. Active inhabitants;**
- 3. High quality space.**



## OPERATIONAL OBJECTIVE

### 2.1. Competent inhabitants

As a result of the implementation of the operational objective of competent inhabitants, there will be a significant increase in the quality of human capital, and thus the investment attractiveness and the quality of life in the region will increase.

Important actions under the objective will be to support the processes of adaptation of the region's residents (including immigrants) to constant changes, including, for example, continuous improvement of competence or retraining. The capacity for such flexibility is provided by the so-called key competences. A particularly intensive development of key competences among students will be an important part of raising human capital in the Podlaskie Voivodeship and the distinguishing feature. The idea of identifying children's specific talents will be implemented under the objective. The use of each child's talent, ability or even predisposition will be an important asset in building the human capital of the region.

It is necessary to make much better use of the considerable potential of schools providing vocational training in the field of education that is closely adapted to the changing needs of the employers. As part of the implementation of the objective, measures will be taken to adapt vocational education to the economic needs of a given area, as part of close cooperation between vocational schools, employers, managing bodies, local authorities and educational authorities. Actions will be taken to promote vocational education and to improve its quality.

Adult education, allowing flexible adaptation to the requirements of the labour market, is important from the point of view of economic development. An important task is to motivate adults to constantly update and improve their competences. Moreover, it is important to adapt the education system to the specific needs of adults, and also to provide education adapted to the needs of the labour market, which makes it possible to eliminate the disproportions between supply and demand for labour.

Within the framework of the operational objective, actions ensuring the participation of the region's inhabitants will be important in the ongoing digital revolution. All areas of socio-economic life are now being digitised. The possibility to use the benefits of development depends on user competence. Children and young people, as well as adults, require support in terms of digital competence. Today, the development of these competences can be compared to the importance of promoting literacy in the past. The active development policy of the Podlaskie Voivodeship will aim to provide the region's inhabitants with higher digital competences.



At the level of higher education, support will be provided for activities allowing the universities of the Podlaskie Voivodeship to engage in building a strong and competitive specialisation through modern education of students at faculties offering high employment opportunities and support for companies that need properly trained staff. Moreover, higher education institutions will be involved in cooperation with the local government and entrepreneurs in the development of lifelong learning.

Potentials	Challenges
<ol style="list-style-type: none"><li>1. A well-developed system of schools providing vocational training</li><li>2. Significant investments in schools providing vocational training in the Podlaskie Voivodeship in the financial perspective 2014-2020</li><li>3. A system of primary, secondary, including vocational schools, and higher education which can be used to promote quality digital education and lifelong learning</li><li>4. A growing sector of IT companies and other industries requiring highly skilled workers</li></ol>	<ol style="list-style-type: none"><li>1. Modernisation of industry encouraging school graduates to take up employment in the Podlaskie Voivodeship</li><li>2. Adapting the educational offer to the needs of the labour market</li><li>3. Effective limitation of the 'brain drain' to other regions</li><li>4. Increasing the tendency of the residents of the Podlaskie Voivodeship to lifelong learning</li></ol>

#### Main directions of the intervention:

1. Higher education for the smart specialisation of the region;
2. Vocational education tailored to the needs of the labour market, cooperating in the educational process with employers;
3. Widespread lifelong learning using the potential of regional educational institutions in line with the needs of the region's developing economy;
4. High quality digital education at all stages of education;
5. Development of key competences and talents of students in all schools;
6. Improving the teaching staff's modern educational methods and the needs of the developing regional demand for competences.

#### Key stakeholders of the intervention:

1. Primary and secondary schools;
2. Higher education institutions;
3. Schools providing vocational training;
4. Entrepreneurs;
5. Local government units;
6. Residents;
7. Social organisations;
8. Economic self-governments and labour market organisations.



## OPERATIONAL OBJECTIVES

### 2.2. Active inhabitants

The implementation of the operational objective of active inhabitants should contribute to increasing the chances of Podlaskie residents to shape their personal and professional life paths creatively and in accordance with their own aspirations.

In terms of increasing professional and social activity, actions will be implemented in various social groups for people who are inactive for various reasons (e.g. with disabilities, but also people who support them in everyday life), as well as for people at risk of professional exclusion (e.g. over fifty years of age), or for those trying to retrain (e.g. those leaving agriculture). A wide range of activities will be needed, primarily to support residents in adapting their competences to current requirements. An important area of action will be the creation of conditions conducive to the reconciliation of family and professional roles, among others, through the development of a childcare system. The activities undertaken by the companies that consist in adapting workstations to the needs of the elderly, people with disabilities, or increasing awareness of entrepreneurs in terms of using the potential of combining the experience of the elderly with the possibility of young people will be important as well.

One of the ways of reducing staff shortages may be to employ immigrants. However, it is necessary to take actions related to their professional adaptation, including the identification of competences, adjusting competences to the needs of regional employers, or confirming competences already possessed by immigrants or acquired during education in the region. Such actions would significantly improve the situation of the Podlaskie employers in terms of access to high quality work resources adapted to their needs.

The increase in social activity will occur as a result of the implementation of measures supporting individuals and social groups in the scope of increasing their activity in the sphere of self-fulfilment. Support will be provided for initiatives aimed at enriching the regional offer of cultural, sports and educational development in the form of events, workshops, thematic meetings serving mainly social inclusion and increasing the activity of inhabitants. Activities supporting various social organisations working for the benefit of activation of the inhabitants at regional and local level will also be important. In rural areas in particular, it is important to support the role of local animators.

In the field of health protection and improvement of public health, the emphasis will be put on ensuring the availability of high quality health services aimed at early diagnosis of illness, rapid diagnosis and treatment, including rehabilitation and sanatorium treatment. While recognising the need to develop medical care related to ageing and professional deactivation, working towards disease prevention and promotion of healthy lifestyles,



well as long-term and geriatric care, should also be considered. Development of health-care functions will also be important.

Ensuring the activity of the residents requires the improvement of social cohesion by providing services for persons and environments threatened by social exclusion. In this context it is important to strengthen the role of the social and solidarity economy.

Potentials	Challenges
<ol style="list-style-type: none"><li>1. Active education and higher education sector</li><li>2. Social organisations providing activities for social activation</li><li>3. Active people trying to work for the regional and local community</li><li>4. Active local governments creating conditions for social development</li><li>5. Foreign students and immigrants (also from other parts of the country) who want to stay in the region</li></ol>	<ol style="list-style-type: none"><li>1. Increasing the professional activity of the residents</li><li>2. Increasing the social activity of the residents</li><li>3. Increasing the sense of public and health safety</li><li>4. A change in the stereotypical perception of the region as a place with little chance of fulfilling individual aspirations</li><li>5. Creating a modern and accessible offer for all to meet the need for the social activity of residents</li><li>6. Effective conditions and incentives for immigrants from the Eastern border</li></ol>

#### Main directions of the intervention:

1. Supporting residents, including immigrants, in acquiring and developing competences at all stages of life;
2. Actions aimed at increasing professional and social activity of the residents, including people with difficult access to the labour market;
3. Development of cultural, educational, sporting, and recreational offer, as well as other forms of social activity;
4. Development of social and health services, including those related to the ageing of society;
5. Support for activities promoting the assimilation and implementation of a healthy lifestyle;
6. Support for families in the care of children and dependent persons;
7. Developing activities in the field of active inclusion and social entrepreneurship.

#### Key stakeholders of the intervention:

1. Residents;
2. Self-governments;
3. Primary and secondary schools;
4. Higher education institutions;
5. Vocational schools;
6. Social organisation;
7. Cultural institutions, sports organisations and medical entities;
8. Entrepreneurs.



## OPERATIONAL OBJECTIVE

### 2.3. High-quality space

The highquality space operational objective will be implemented in line with the idea of sustainable development.

A modern region developing in a sustainable way is a region that makes optimal use of its natural, economic and sociocultural conditions. High quality space in this context means:

- ✓ A high quality natural environment and using its assets to increase the investment and living attractiveness for future generations
- ✓ Access to appropriate services at the local and regional level, which is also related to guaranteeing good transport connections
- ✓ High internal and external accessibility of the voivodeship
- ✓ Modern economic space
- ✓ Attractive and universally accessible living space
- ✓ Shaping and maintaining spatial order

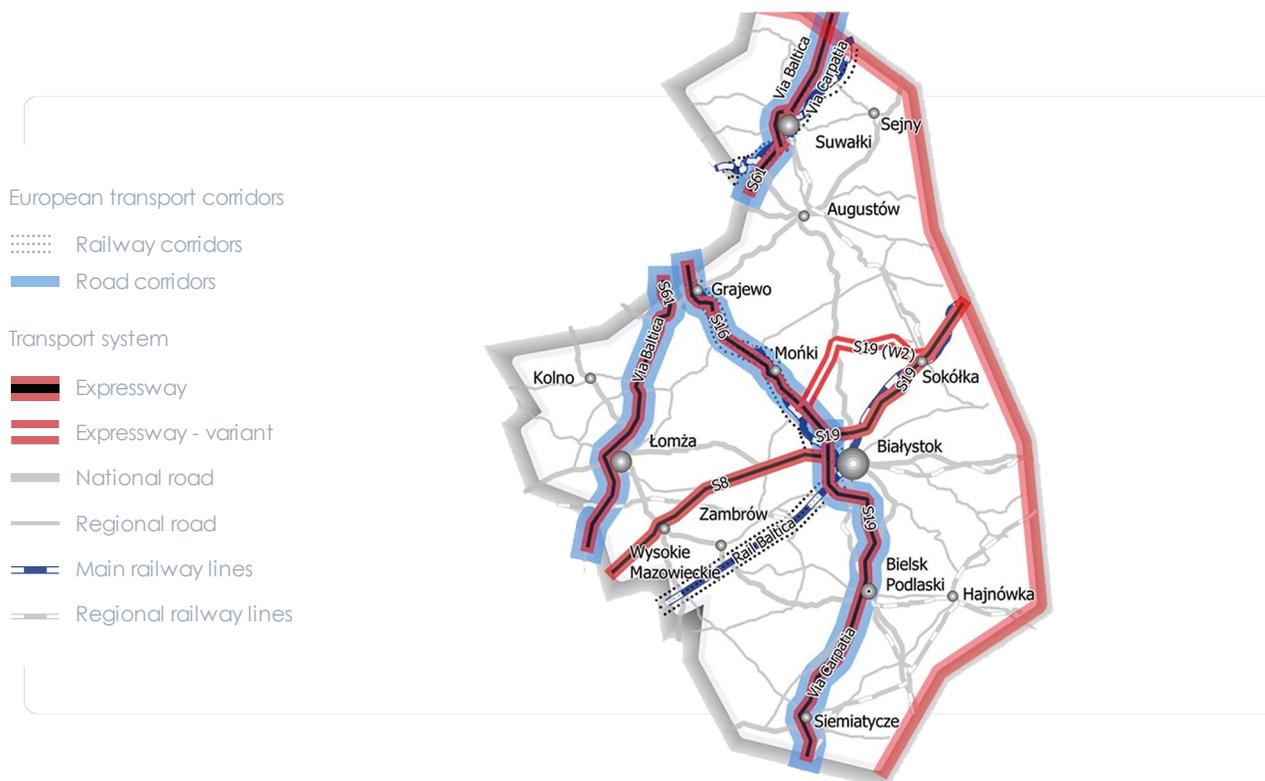
In the implementation of this operational objective, the development policy will focus on the use of global and European trends in the approach to environmental issues. Support will be given to activities aimed at developing a circular economy. Funds for the circular economy should also be used to increase the competitiveness of enterprises and reduce household operating costs. The objectives of combating climate change must be related to increasing the competitiveness of the economy (including agricultural production) and quality of life. It is important to take action to prevent water shortages (including the development of blue-green infrastructure) for municipal needs and for agriculture. It is also important to take action with regard to areas at particular risk of flooding in the voivodeship.

The strategic actions will be related to the development of communication infrastructure, including the construction and modernisation of roads and railway lines, the development of public transport, construction of intermodal terminals and a regional airport.

<sup>2</sup> Areas indicated in the Podlaskie Voivodeship Spatial Development Plan



**Map 9.**  
Main transport system of the voivodeship



Source: The Podlaskie Spatial Planning Office in Białystok.

The availability of adequate services (the operational objective 2.2.) requires the development and modernisation of the infrastructure in which these services are provided (quantitative and qualitative changes, including accessibility for people with disabilities), in accordance with the settlement network hierarchy and, where possible, in a deinstitutionalised form. It will be important to guarantee basic services at the gmina (municipal), powiat (county) and regional level in the fields of education, health care, culture and administration.

With regard to activities related to the protection of historical monuments, they will comply with the regulations in force in this respect at the national level and all levels of self-government.

In the field of education, support will be provided for actions to modernise schools and guarantee safe conditions for children and young people to reach schools, as well as for education itself.

Separate activities will be aimed at the implementation of the necessary revitalisation processes, which must take into account social, economic, technical, environmental, functional and spatial changes. In addition, actions aimed at the development of technical infrastructure and the introduction of solutions to reduce environmental pollution (reduction of smog, promotion of low-emission transport, development of electromobility) will be important.



Potentials	Challenges
<ol style="list-style-type: none"><li>1. Relatively high level of development of medical care</li><li>2. High quality, clean environment</li><li>3. Natural values constituting a significant advantage of the Podlaskie Voivodeship and determining its character</li></ol>	<ol style="list-style-type: none"><li>1. Growing needs for modern living, working and service space</li><li>2. Adaptation to climate change</li><li>3. The amount of accumulated waste posing a serious risk to people and the environment is increasing year on year</li><li>4. Spread of environmental attitudes at local level</li><li>5. Seizing the opportunity of developing multimodal transport</li><li>6. Improvement of transport infrastructure</li><li>7. Increasing transport accessibility in peripheral areas</li></ol>

#### Main directions of intervention:

1. Development and modernisation of transport infrastructure and various forms of transport (including public bus transport);
2. Development of the region's communication functions in passenger and freight traffic (including road, rail and air traffic) of regional and international importance;
3. Development and modernisation of infrastructure and space for health and social services, including those related to the ageing of the population;
4. Development and modernisation of educational and cultural infrastructure;
5. Development and modernisation of environmental protection infrastructure and space for the circular economy;
6. Actions related to the prevention and limitation of the effects of climate change, including the in-frastructure for water retention and flood prevention;
7. Protection of cultural and natural resources and landscape values;
8. Support for revitalisation and village renewal activities;
9. Support for the development of modern business spaces (including investment areas, coworking spaces, business incubators, science and technology parks and industrial parks).

#### Key stakeholders of the intervention:

1. Residents;
2. Self-governments;
3. Entrepreneurs;
4. Social organisations;
5. Institutions and organisations providing public services;
6. Institutions and organisations operating in environment protection and transport business.



## Strategic objective

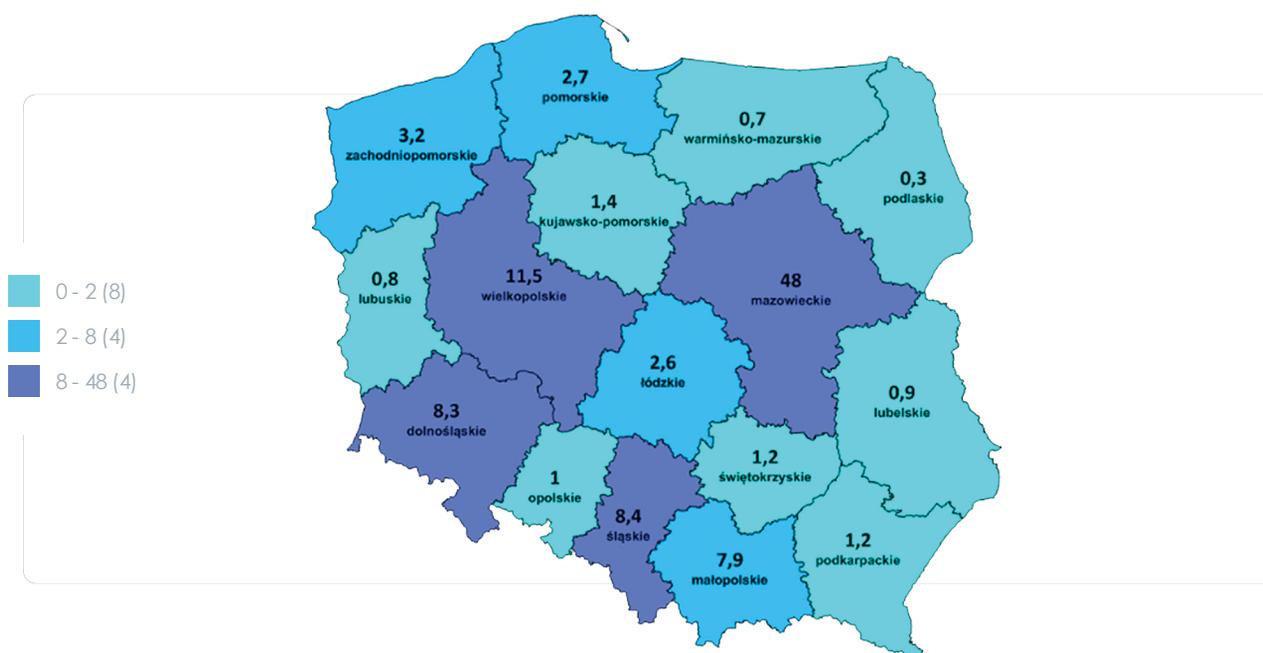
### 3. Partnership-based region

#### Key elements of strategic diagnosis

- ✓ The Strategy for Responsible Development (SRD) in the region identifies 7 cities losing their socio-economic functions and identifies a significant part of the Podlaskie Voivodeship as problem areas in terms of the concentration of social, economic and socio-economic problems,
- ✓ The region's outlook is unfavourable in terms of the number of NGOs that reflect the level of 'bridging' social capital, i.e. relations between strangers (the region was in 14th position in the country in 2016),
- ✓ The cooperation of enterprises with R&D units (mostly simple forms of cooperation with low added value) and the activity of scientific units in international networks are at a low level,
- ✓ Low investment attractiveness of the region translates into low activity of foreign capital in the voivodeship.

#### Map 10.

Share of foreign capital invested in the total value of this capital in Poland in 2016 \*



\*The data compartments are enclosed on the left-hand side

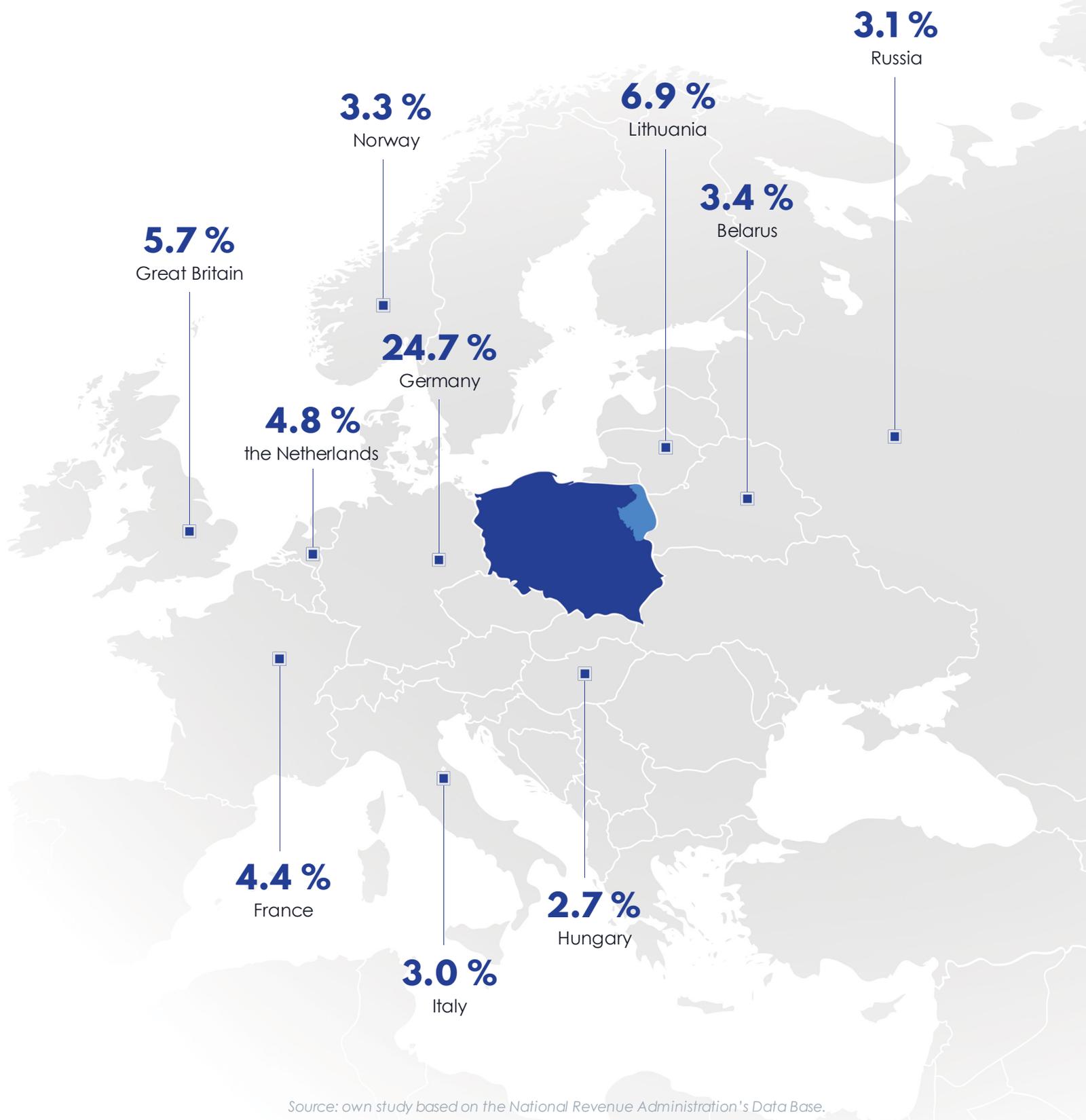
Source: own study on the basis of CSO Local Data Base

- ✓ The geographical location facilitates establishing different forms of services and goods exchange with the East (eastern countries are not the main market of goods exchange for the region).



**Map 11.**

Share of exports and intra-Community supplies of Podlaskie enterprises to selected countries in total exports and intra-Community supplies in 2017



Source: own study based on the National Revenue Administration's Data Base.



- ✓ The still poor transport accessibility hinders relations with trading partners from across the eastern border, but also on the north-south axis - further investments are needed in the Via Baltica and Via Carpatia corridors,
- ✓ The number of foreigners is increasing - the region is becoming an attractive place for employment, especially for citizens of countries from beyond the eastern border.

In a context of worsening global trends and changes in the EU, such as the way in which it is financed, excellence in the management of regional and local development in the voivodeship is of key importance.

As in the economic sector, the shortage or weakness of an organisation's resources should be made up for through external acquisition of these resources. The best way to strengthen the region with the missing resources is through cooperation, because during its implementation additional benefits (trust, synergy) arise. Cooperation allows organisations to create global competitive advantages and achieve ambitious goals. From the point of view of the region's development, it is important to develop all forms of cooperation and networking in external relations, through continuous communication, exchange of information, knowledge, good practices and creation of links of varying degrees of formalisation.

**The partnerships that are at the heart of this strategic objective should be considered in terms of:**

- **subjective** – in this sense the concept of the quadruple helix (business, science, administration, community of inhabitants) is crucial - which means that this objective remains in close relation to the other strategic objectives;
- **territorial** – relations of cooperation within the voivodeship and cooperation with partners from outside the region are important;
- **management**, i.e. taking into account the need to build and use the competences of cooperation, but also an effective approach to this issue (e.g. appropriately prepared campaigns promoting the voivodeship).

**The strategic goal of the partner region will be implemented through the following operational objectives:**

1. **Good governance;**
2. **Social capital;**
3. **International and supra-regional partnerships;**
4. **Hospitable region.**



## OPERATIONAL OBJECTIVE

### 3.1. Good governance

Good governance is a response to the everincreasing demands of conscious citizens, as well as the increasing complexity of policies and instruments used at different levels of administration. Good governance requires high competences at all organisational levels.

Actions implemented under this operational objective will focus on improving the management competences of local governments (including strategic, spatial and financial planning), useful in the activities of individual organisations and in cooperation arrangements (e.g. within functional areas). Support will be given to initiatives aimed at exchanging good practices, including transnational cooperation, building partnerships, concluding agreements, developing joint strategies or action plans. The voivodeship self-government should play a special role in promoting cooperation.

Potentials	Challenges
<ol style="list-style-type: none"><li>1. The experience of local self-governments in territorial cooperation, including cross-border cooperation</li><li>2. Awareness among self-governments of the importance of efficient organisation and effective management in development processes</li><li>3. Self-governments' experience in relations with business, including foreign companies</li></ol>	<ol style="list-style-type: none"><li>1. Improving the management capacity of local and regional administrations, including in the area of cooperation with investors</li><li>2. Active involvement of regional organisations (including self-governing organisations) in the implementation of the proposed objective of the National Strategy for Regional Development (improving the quality of management and implementation of territorially oriented policies)</li></ol>

#### Main directions of intervention:

1. Increasing the competencies of the administration;
2. Strengthening public management at regional and local level.

#### Key stakeholders of the intervention:

1. Local self-governments and the voivodeship self-government;
2. Self-government partnerships – e.g. implementing strategies of functional areas, including associations implementing initiatives for the development of functional areas, supra-local partnerships.



## OPERATIONAL OBJECTIVE

### 3.2 Social capital

The setting of the operational objective for social capital serves to emphasise the importance of cooperation skills based on trust for the achievement of various objectives.

Social capital is regarded as an important factor in the development of regions. The path to building social capital is created by actions aimed at shaping social and civic attitudes and supporting social dialogue. To this end, the Podlaskie Voivodeship will benefit from the significant cultural potential of the region, which is in part due to its multinational and multicultural character. The basis for building strong social capital is to strengthen bonds based on a common identity and the ability of its continuous, creative reinterpretation. An integral element of social capital and its specificity is openness to other cultural patterns, the ability to cooperate with people representing different values, traditions, norms of behaviour and ways of life.

Due to the fact that social capital is created and influences all levels of society, the activities implementing this operational objective will have a wide range aimed at the widest possible spectrum of organisations. Actions are needed to encourage cooperation both in the quadruple helix and between its different elements.

Potentials	Challenges
<ol style="list-style-type: none"><li>1. The cultural potential of the region, including cultural institutions</li><li>2. Active social organisations, including NGOs</li><li>3. Experience of cooperation within the framework of implementation of territorial instruments (Integrated Territorial Investments, Community-led local development)</li></ol>	<ol style="list-style-type: none"><li>1. Improving the quality of social capital</li><li>2. Increasing the activity of residents, including in undertaking activities within civil society organisations</li><li>3. Increasing the openness of the voivodeship's inhabitants to cooperation within the region, as well as external cooperation</li><li>4. Increasing the level of tolerance for immigrants</li></ol>



#### **Main directions of intervention:**

1. Supporting the development and competencies of community organisations;
2. Strengthening local, regional and national identity;
3. Shaping community and civic attitudes;
4. Supporting community dialogue;
5. Promotion of intraregional cooperation projects;
6. Supporting revitalisation activities for building the social capital.

#### **Key stakeholders of the intervention:**

1. Inhabitants of the voivodeship;
2. Social organisations, including cultural organisations that build identity;
3. Local self-governments and the voivodeship self-government;
4. Local activity groups.

### OPERATIONAL OBJECTIVE

## **3.3. International and supra-regional partnerships**

The Podlaskie Voivodeship is open to supra-regional cooperation. The limited economic and social potential of the voivodeship makes it important to look for development factors in strengthening co-operation with other areas, at home and abroad. Partnerships should support the flow of capital, people and ideas.

As part of the operational objective, cooperation will be intensified in a group of five voivodeships of Eastern Poland. Above all, in this group, it is possible to exchange experiences and shape public policy aimed at less developed areas. A good example of cooperation within Eastern Poland is the East Poland House, which has been operating in Brussels since 2009.

The Podlaskie Voivodeship is adjacent to three voivodeships: Mazowieckie, Warmińsko-Mazurskie and Lubelskie.

In relation to the Mazowieckie Voivodeship, the development of transport links has brought Warsaw "closer" to the Podlaskie Voivodeship. The socio-economic potential of the Warsaw metropolis, incomparable to other Polish cities and regions, is an opportunity for the areas within its reach.



**Intervention under the operational objective will be targeted at:**

- ✓ Supporting cooperation of entities from the Podlaskie Voivodeship with partners from the capital city in the field of business, but also science, administration or human resources,
- ✓ Development of initiatives at the local level, exemplified by the cooperation of 25 municipalities of the Mazowieckie and Podlaskie Voivodeships as part of the implementation of the Association "Local Action Group - Bug River Valley Melting Pot",
- ✓ Further strengthening of communication links between cities at the border of the Mazowieckie and Podlaskie Voivodeships,
- ✓ Creation and development of supra-regional tourism products (e.g. the Lithuanian Grand Visitor), including those based on historical and cultural links.

**The cooperation between the Podlaskie Voivodeship and the Warmińsko-Mazurskie Voivodeship is manifested, among others by:**

- ✓ Improving communication links between the voivodeships,
- ✓ Social and economic activation of the areas at the meeting point of the voivodeships, e.g. as part of the EGO SA development initiative and the Biebrza river basin self-governments,
- ✓ Joint business-scientific activities to develop supra-regional specialisations (e.g. ecology, food production and processing),
- ✓ Joint promotion and construction of tourist products (e.g. based on the Pisa – Narew route, natural and cultural heritage using green-ways)

**In the case of the Lubelskie Voivodeship, the joint actions should concern, among others, the following:**

- ✓ Strengthening transport links (road and rail), e.g. by supporting the completion of the S19 ex-pressway (the part of Via Carpatia),
- ✓ Taking into account the natural links thanks to the location of the Bug river valley and the development of tourism and activities related to the increase in importance of tourist trails related to natural and cultural values along the Bug river;
- ✓ Creation of new tourist routes of international and supra-regional importance,
- ✓ Strengthening economic cooperation and deepening joint relations with partners from Belarus and Ukraine.



With regard to foreign partners, the Podlaskie Voivodeship will develop multidimensional relations with Belarus. The international situation is not always conducive to such good cross-border relations, but it is in the long-term interest of the region's development to maintain and, if possible, strengthen economic, cultural, tourist, scientific or self-government cooperation.

As far as communication factors are concerned, an important element supporting, especially the development of cross-border tourism, is the existence of international pedestrian, canoeing and cycling border crossings with Belarus. It is important to adapt the infrastructure of border crossings to the growing traffic and to further develop the network of border crossings.

The proximity of the geographical location is conducive to the establishment of cooperation in the exchange of goods and services also with Lithuania and Russia. It is also important that local governments from the Podlaskie Voivodeship and Lithuania cooperate to improve the quality of life in the border areas. Podlaskie entrepreneurs are also increasingly willing to import labour services, mainly from Belarus and Ukraine.

Potentials	Challenges
<ol style="list-style-type: none"><li>1. Geopolitical location and neighbourly international contacts</li><li>2. Closeness and good communication with the capital of Poland</li><li>3. Experience in cooperation within the Eastern Poland macroregion</li><li>4. Organisations implementing cooperation projects, participating in valuable networks</li></ol>	<ol style="list-style-type: none"><li>1. Increasing the level of competence of the organisation in terms of establishing partnerships and using cooperation to strengthen the potential of the organisation itself</li><li>2. Strengthening regional institutions so that they can act as leaders in interregional and international cooperation networks</li></ol>

#### Main directions of the intervention:

1. Support for cooperation initiatives between entities from the Podlaskie Voivodeship and those in the national and foreign environment (financial, organisational, training);
2. Supporting the activity of organisations whose aim is to search for and establish new forms of territorial cooperation with the neighbours of the Podlaskie Voivodeship;
3. Development of cross-border cooperation.

#### Key stakeholders of the intervention:

1. Self-governments building trans-regional and international partnerships;
2. Scientific centres that are part of national and international cooperation networks;
3. Community organisations implementing partnership projects with entities from outside the region.



## OPERATIONAL OBJECTIVE

### 3.4. Hospitable region

A hospitable region encourages people to come and stay, both temporarily (e.g. for tourism or education) and to link their future with the regional and local environment.

In the face of significant de-population, the Podlaskie Voivodeship will increase the settlement potential of the region by creating favourable living conditions for inhabitants of other regions of Poland and for immigrants from abroad.

This type of assumption requires action also in the sphere of building the voivodeship's brand, which should be a tool in overcoming the stereotypical perception of the region. As part of the strategic activities, the features of the region as an excellent place to work and live will be highlighted. Such an image will also be conducive to investment in the region, as investors will be able to provide new employees with employment in an exceptional location. Breaking the stereotype of a region with "overall low investment attractiveness" will require building a coherent and attractive offer to foreign investors from specific industries that have already been thriving in the region and can make an important contribution to the global value chains of international companies. The strategic location of the voivodeship may favour investments using the proximity of transit routes.

Measures will be needed to encourage foreign and domestic capital to undertake investments in the region, with the reservation that preference will be given to investments creating high quality jobs, possibly linked to the economic specialities of the region. On the other hand, it should be stressed that the most attractive sectors from the point of view of external investors are those in which the investor will find good suppliers, recipients or partners on site.

In order to achieve the operational objective, actions aimed at involving visitors in activities for the benefit of the region as well as local communities will be important.



Potentials	Challenges
<ol style="list-style-type: none"><li>1. A unique natural environment on a national scale, creating favourable conditions for living and leisure</li><li>2. Attractive jobs, especially for citizens of countries across the eastern border</li><li>3. Higher education institutions offering good conditions for future-oriented education</li></ol>	<ol style="list-style-type: none"><li>1. Effective and efficient encouragement of re-emigration (returns to the voivodeship)</li><li>2. Changing the image of the region outwardly</li><li>3. Changing the stereotypical approach to immigrants in different social groups</li><li>4. Building a community open to new residents</li><li>5. Effective use of the potential of immigrants to strengthen human capital in the region</li></ol>

#### **Main directions of intervention:**

1. Promotion of the voivodeship as an attractive place to live, invest, work, study and spend leisure time;
2. Creation of conditions for investment and running a business;
3. Raising the awareness of the region's residents of the role of immigration in social and economic development;
4. Development of local initiatives supporting social inclusion of immigrants.

#### **Key stakeholders of the intervention:**

1. Community organisations working for integration and social inclusion;
2. Self-governments promoting quality of life and supporting the development of favourable settlement conditions and conditions for business;
3. Higher education institutions open to students from different parts of Poland and the world;
4. Entrepreneurs offering professional development opportunities to economic migrants and trying to build joint ventures with investors from outside the region.



## 5.2. Objectives of the Strategy and smart specialisations of the voivodeship

Smart specialisation is a response to the increasing distance between the competitiveness and innovation of the European Union's economy and other economic powers in recent years.

Together with the declining dynamics of economic growth, they have become the basis for the reorientation of an innovation policy, implemented at the national and regional level.

The idea of smart specialisation emphasises development based on research, development and innovation, taking advantage of the endogenous competitive advantages of the region. Smart specialisations are, in short, **the region's competences** which, thanks to close cooperation between business and science, can contribute to its transformation, restructuring or entering new paths of development based on innovation.

Determining smart specialisations is crucial and constitutes a concept for implementing a long-term innovation policy aimed at efficient and synergic use of public support for research and development in order to strengthen the most innovative areas of the Podlaskie economy. The implementation of the concept of smart specialisation is also a condition for the allocation of structural funds to support projects in the field of research, development and innovation (in the 2014-2020 and 2021-2027 perspective). The smart specialisations of the Podlaskie Voivodeship are indicated in the *Plan for the Development of Entrepreneurship Based on the Smart Specialisations of the Podlaskie Voivodeship for 2015-2020+ (RIS3)*.

Smart specialisations were selected in the "process of entrepreneurial discovery" (the identification process based in an in-depth analysis and a diagnosis, a series of meetings, debates and discussions with entrepreneurs and the representatives of business environment institutions, scientific community and public administration, as well as inhabitants of the region).

Selection of smart specialisations consisted in the assessment of the potential of individual industries for their development based on research and development and innovation, taking advantage of endogenous competitive advantages that translate into a dynamic and all-round development of the regional economy.

<sup>3</sup> *Plan for the Development of Entrepreneurship Based on the Smart Specialisations of the Podlaskie Voivodeship for 2015-2020+ (RIS3)*, annex to the Resolution No. 120/1431/2016 of the Management of the Podlaskie Voivodeship of 1 March 2016,

[https://rpo.wrotapodlasia.pl/pl/dowiedz\\_sie\\_wiecej\\_o\\_programie/zapoznaj\\_sie\\_z\\_prawem\\_i\\_dokument/plan-rozwoju-przedsiobiorczosci-w-oparciu-o-inteligentne-specjalizacje-wojewodztwa-podlaskie-go-na-lata-2015-2020.html](https://rpo.wrotapodlasia.pl/pl/dowiedz_sie_wiecej_o_programie/zapoznaj_sie_z_prawem_i_dokument/plan-rozwoju-przedsiobiorczosci-w-oparciu-o-inteligentne-specjalizacje-wojewodztwa-podlaskie-go-na-lata-2015-2020.html)



The plan indicates the "core of specialisation", i.e. "Innovations in areas where the voivodeship already shows above-average potential". Podlaskie has all the advantages, so that, for example, food production, the production of agricultural and forestry machinery, mechanical devices or ships and boats can build competitive advantages based on innovation. This also applies to the general medical sector (also in the context of an ageing population) and eco-innovation (including RES and construction).

The most innovative sectors of the Podlaskie Voivodeship have been identified on the basis of their share in the value chain. The measures used to assess this share included the Location Quotient (LQ) in relation to employees, which allows identifying areas of the region's economy that stand out from the country in terms of job creation, high scientific and research potential, and endogenous conditions of the region. By adopting the above methodology, smart specialisations defined as "**core specialisation**" were selected, which include:

- **The agri-food and related sectors**
- **The metal-machinery, boatbuilding and related value chain sectors**
- **The medical and life sciences sector and sectors linked to the value chain**
- **Eco-innovation, environmental sciences and related value chain sectors**  
(including RES, resource-efficient construction, efficient wood processing).

The core is complemented by those economic activities that show growth rates that are so promising they can be called '**emerging specialisations**' in '**high growth sectors**'.

Emerging specialisations are those sectors covered by National Intelligent Specialisations not included in the core of regional smart specialisations, as well as other sectors showing regional employment growth well above national dynamics.

RIS3 is a document the records of which are subject to monitoring and at a later stage possible updating as an effect of the changing socio-economic conditions in the Podlaskie Voivodeship. The results of the study: *Evaluation of Support for Podlaskie Smart Specialisations in the Field of Innovation and Research and Development*<sup>4</sup> indicate that the "core" of specialisation defined in the Podlaskie RIS3 Plan can be assessed as accurate. According to the report, the potential "emerging" specialisation is the ICT industry. It is assumed that ICT is present in each of the sectors included in the smart specialisation as a provider of various services and solutions. The ICT industry can therefore constitute a horizontal smart specialisation.

At the same time, referring to the ICT industry, assessing its relevance, following the same criteria as in the assessment of the smart specialisation "core", it should be noted that in the groups of NACE with the highest LQ values and among the goods with the highest value of exports, this sector is not present.



In preparation for the next financial perspective, it will be necessary to verify that the basic condition for implementing the policy objective 'A smarter Europe by promoting innovative and smart economic transition' is met. The analysis will include the need to adapt the regional innovation support system to the new requirements and, consequently, to update the strategy for smart specialisation if necessary.

However, there is no doubt that one of the most important objectives of development policy is to target public support at those sectors of the economy that have the greatest potential for development.

<sup>4</sup> *Evaluation of Support for Smart Specialisations in Innovation and Research and Development*, <http://sai.rot.wrotapodlasia.pl/Vizualize/SearchReports.aspx>



# 6

## Territorial dimension of the Strategy

### 6.1. Territorial cohesion of the voivodeship

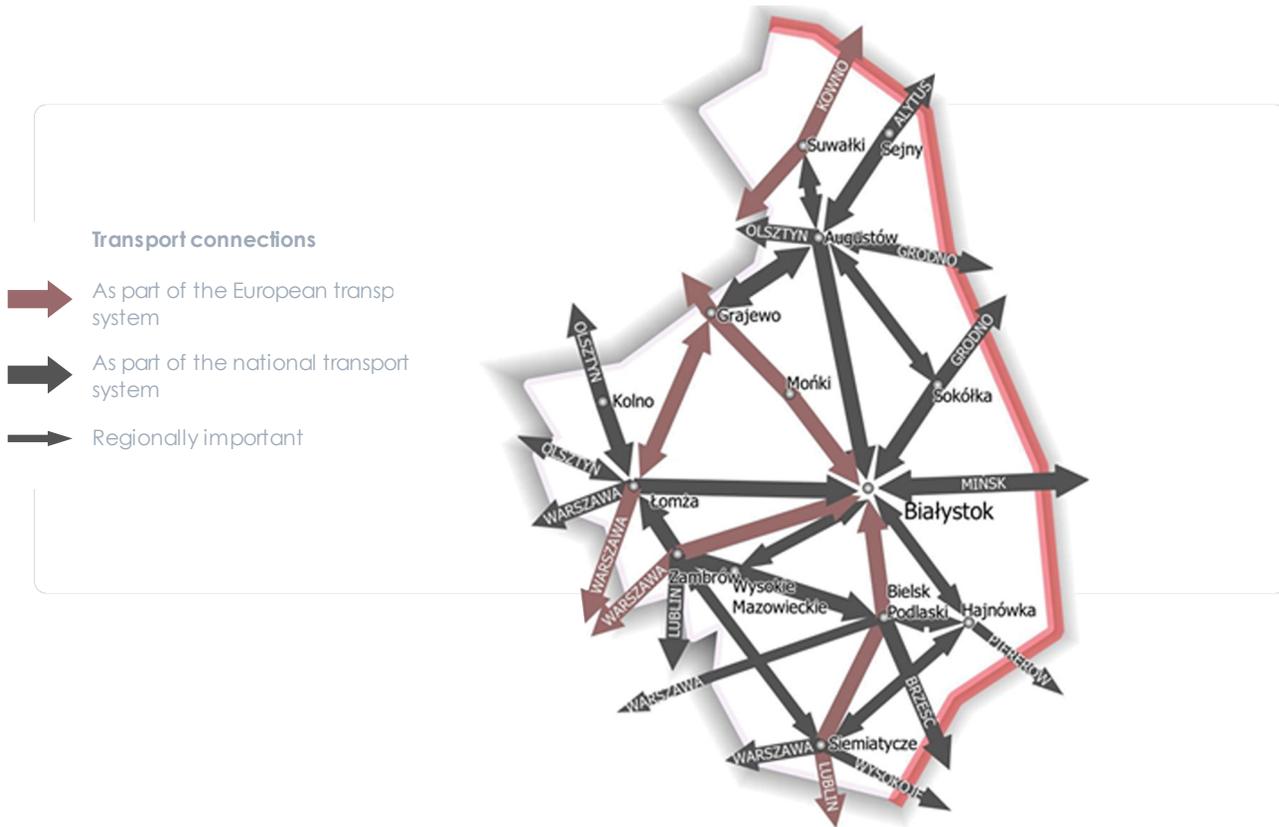
The implementation of the Development Strategy will lead to the strengthening of territorial internal integration and the use of potential of the Podlaskie Voivodeship.

Strengthening of functional links between Białystok and sub-regional and supra-local centres will contribute to the growth of internal cohesion of the region, provided that there is good communication, and therefore adequate access to public services, communal centres with poviat towns, and further on those cities with sub-regional centres. In this context, the European communication routes will be used, which will be the inclusion of the Podlaskie Voivodeship in international exchange, but it will also be important to focus on supplementing and developing the communication infrastructure for mobility within the voivodeship (Map 12).

Communication links determine to a significant extent the development of functional links. The development of socio-economic functions of various parts of the voivodeship will be, on one hand, a derivative of the internal strength of these areas and the application of instruments of various policies, and on the other, the links between these areas. The possibility of strengthening their internal resources will depend on the social and economic cooperation between individual territories.



**Map 12.**  
Scheme of the functional links of the region



Source: The Podlaskie Spatial Planning Office in Białystok

## 6.2. Areas of strategic intervention

The basis for implementing the objectives of the Strategy includes their territorialisation. Territorial approach to development policy means proper identification of the characteristics of individual areas, i.e. identification of their endogenous resources, development challenges and barriers, and consequently taking into account the local context for development activities. This approach first requires a good diagnosis of territories in order to identify the potential that will translate into their development. Next, it is necessary to designate strategic intervention areas (SIA) from the point of view of priorities of the voivodeship's development policy, as well as to design territorial instruments tailored to their specific needs.

The National Strategy for Regional Development defines an area of strategic intervention as an area indicated in the development strategy with identified or potential functional links or with specific social, economic or spatial conditions which determine the existence of barriers to development or permanent, activable development potentials to which public intervention is directed, combining investments financed from various sources, including, in particular, economic, infrastructural and human resources, or regulatory solutions.



Areas of strategic intervention have also been identified at the national level. The Strategy for Re-sponsible Development (SRD) to 2020 (with an outlook to 2030) and the National Strategy for Regional Development indicate the SIA for which support of a complementary nature should be programmed at the regional level in relation to the support in national development strategies. These are medium-sized cities losing their socio-economic functions and areas at a risk of permanent marginalisation.

Taking into account the conclusions from the diagnosis of the Podlaskie Voivodeship, including the identified development potentials and problems, as well as the region's experience to date in the approach to the SIA, areas of strategic intervention important for the development of the region, the following were distinguished: Białystok and its functional area, sub-regional centres, towns and rural areas, including valuable nature areas. The functional areas of Białystok, Łomża and Suwałki were indicated in the Spatial Development Plan of the Podlaskie Voivodeship<sup>5</sup>.

## 1. Medium-sized cities losing their social and economic functions

These are cities with more than 20,000 inhabitants, excluding voivodeship cities, and smaller cities with a population between 15,000 and 20,000 inhabitants, being capitals of poviats, where there is a loss of function in the following areas: economic control functions, industry, tourism, trade, culture, accessibility to higher education and the threat of depopulation. In the whole country, 122 such cities have been identified, selected on the basis of a multi-dimensional methodology developed for the Strategy for Responsible Development.

In the Podlaskie Voivodeship there are 7 medium-sized cities losing their socio-economic functions: Hajnówka, Zambrów, Augustów, Łomża, Grajewo, Sokółka and Bielsk Podlaski<sup>6</sup>.

Each of these towns is characterised by a different degree of intensity of socio-economic problems and different indicators of loss of function. Therefore, the scope of activities will be adjusted to the needs of a given town and the functions it performs.

In the case of this SIA, the key is to rebuild the economic base of medium-sized towns losing their socio-economic functions and to strengthen their role as centres of social and economic activity. Hence, measures that will stimulate the development of entrepreneurship (the operational objective 1.3 *Local entrepreneurship*), develop vocational education and training (the operational objective 2.1 *Competent inhabitants*), in particular in sectors that fit into the defined specialisations of a given

<sup>5</sup> It is possible to designate other municipal functional areas by the Voivodeship Management Board

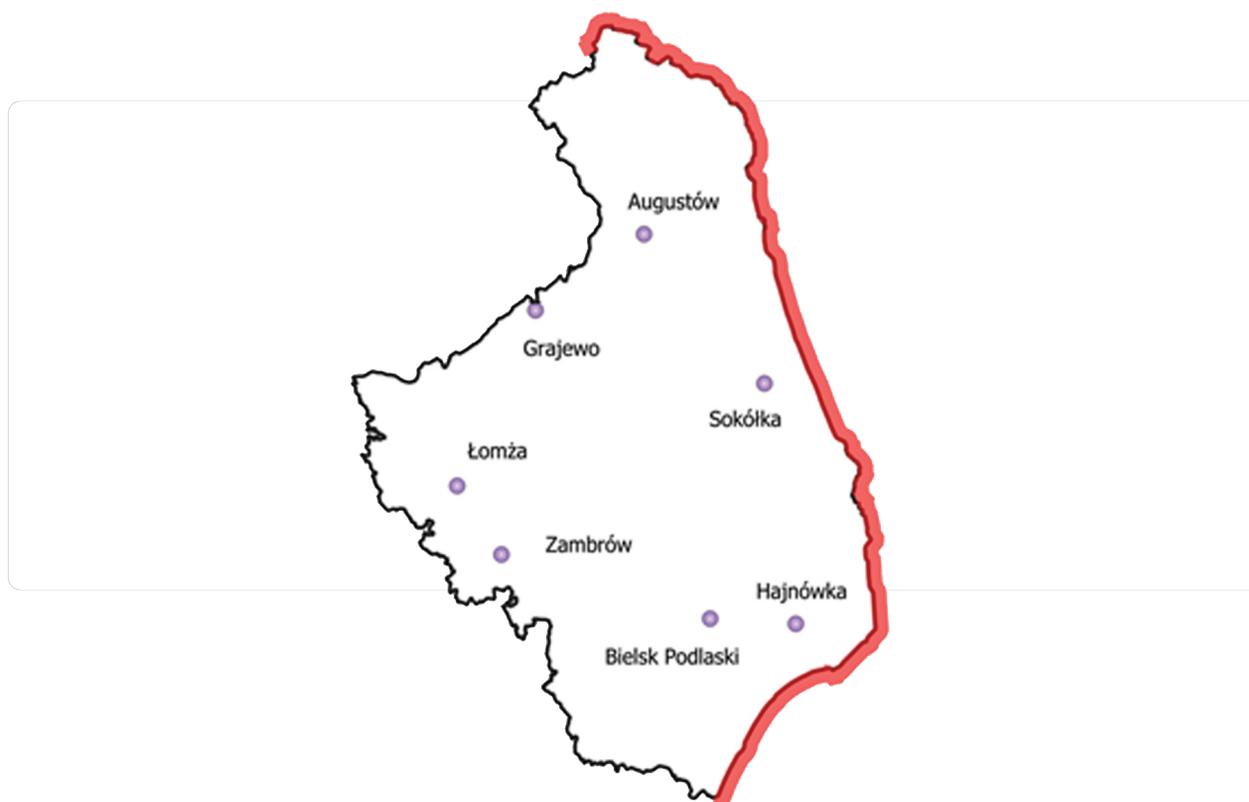
<sup>6</sup> At the stage of planning the cohesion policy for 2021-2027, the data that served to delimit medium-sized cities losing their socio-economic functions included in the Strategy of National Development and National Strategy for Regional Development, can be updated, which can influence the list of the cities.



functionally linked area, and activate the local community to stimulate development are particularly important. The measures implementing the operational objective 3.1 Good governance, as well as the operational objective 2.3 *High quality space* should also be stressed. They should also be dedicated to comprehensive measures implemented under the operational objective 3.4 *Hospitable region*, which will increase settlement attractiveness and attract external resources. With regard to Łomża, as the largest town among the indicated ones and the subregional centre with a supra-local impact, it is important to strengthen further development of social services, stimulate economic development and access to higher education. The effectiveness of the above mentioned activities will be enhanced by the implementation of the operational objective 3.2 *Social capital*.

**Map 13.**

*Medium-sized towns losing socio-economic functions*



*Source: The Podlaskie Spatial Planning Office in Białymstok.*



## 2. Areas at risk of permanent marginalization

are spatially differentiated in terms of the level of social and economic development, as well as the economic functions of a cluster of rural municipalities and functionally related small towns, in which there has been an accumulation of negative social and economic phenomena. These areas, as well as medium-sized cities losing their social and economic functions, were designated on the basis of a multi-dimensional methodology developed for the purposes of the Strategy of National Development. In the Podlaskie Voivodeship, the marginalised areas can be divided into municipalities, where the following took place:

- A Peak of socio-economic problems:** Jasionówka, Jaświły, Nowy Dwór, Suchowola, Przerośl, Krasnopol, Bargłów Kościelny, Lipsk, Sztabin, Grajewo, Radziłów, Rajgród, Szczuczyn, Wąsosz, Grabowo, Kolno, Turośl, Zbójna, Trzcienne, Rutki, Dziadkowice, Grodzisk, Milejczyce, Nurzec-Stacja, Klukowo,
- B Peak of economic problems:** Knyszyn, Giby, Augustów, Mały Płock, Stawiski, Jedwabne, Przytuły, Wizna, Poświętne,
- C Peak of social problems:** Dąbrowa Białostocka, Janów, Korycin, Sidra, Filipów, Puńsk, Sejny, Rutka-Tartak, Szypliszki, Goniądz, Miastkowo, Boćki, Brańsk, Rudka, Wyski, Drohiczyn, Perlejewo, Siemiatycze, Dubicze Cerkiewne, Narew.<sup>7</sup>

According to the National Strategy for Regional Development, the planned intervention in marginalised areas should lead to the achievement of specific objectives, such as: development of local companies, an increase in the number of jobs, an increase in the income of inhabitants, an increase in the income base of local governments. In areas at risk of permanent marginalisation, it will be crucial to implement the operational objective 1.3, which relates to local entrepreneurship, in particular aimed at the development of ecological forms of agricultural production and related development of high quality food processing. Entrepreneurship in some areas may also involve local tourism products, as well as activities related to the development of renewable energy sources and diversified energy (the operational objective 1.4 *Energy revolution and circular economy*).

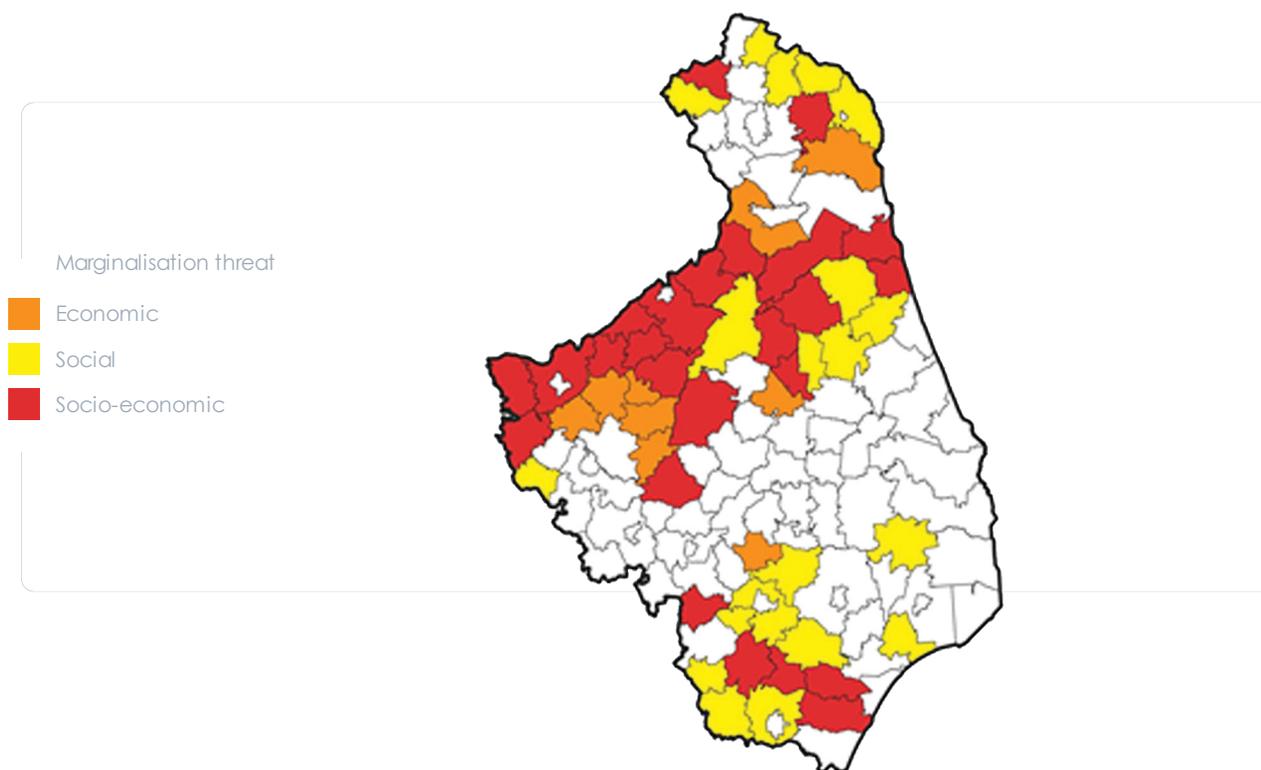
It is also important to strengthen the functional links between rural municipalities and towns and improve the accessibility of public services (investments in the necessary infrastructure – the operational objective 2.3), as well as to improve the quality of functioning of public institutions in terms of development management and ability to establish cooperation. Ensuring sustainable foundations for the development of areas at risk of marginalisation will require the involvement of individual municipalities in broader development processes, creation of supra-local partnerships, which means great commitment to the operational objective 3.1 *Good governance*. In the case of municipalities along the EU's external border, action will focus on reducing their peripherality by improving accessibility to local and regional development centres as well as establishing cross-border cooperation (the operational objective 3.4 *Hospitable region*).

<sup>7</sup> At the stage of planning the cohesion policy for 2021-2027, the data that served to delimit medium-sized towns losing their socio-economic functions included in the Strategy of National Development and National Strategy for Regional Development, can be updated, which can influence the list of towns.



**Map 14.**

Areas endangered by permanent marginalization according to municipalities



Source: The Podlaskie Spatial Planning Office in Białystok.

### 3. Subregional growth centres

Suwalki and Łomża are naturally supra-local growth centres with a quite clear-cut scope.

As medium-sized towns with a sub-regional character, they play an enormous role in the development of the voivodeship, because:

- ✓ They transfer the development impulses generated in the voivodeship's capital to other areas,
- ✓ They increase the likelihood of synergy effects from a combination of potentials and developmental areas,
- ✓ They ensure social cohesion and spatially sustainable development, guaranteeing accessibility to public services.



They have an extensive public infrastructure (e.g. voivodeship hospitals, higher education institutions, supra-local administrative institutions, large cultural institutions). Łomża and Suwałki, which are some of the region's most populous cities, also provide greater prospects for the population living there. They are characterised by a much higher level of entrepreneurship compared to the rest of the voivodeship (excluding the city of Białystok).

The unemployment rate in the Suwałki powiat was the lowest among all powiats of the Podlaskie Voivodeship in 2017, which corresponds to the low level of unemployment in the city itself. However, it is not the same in the case of Łomża where the unemployment rate, as in the whole Łomża powiat, is higher than the average in the voivodeship. Suwałki also has more favourable conditions for economic development with foreign partners due to its location close to the state border. Moreover, it is located on an important communication route connecting Warsaw with the Baltic States. On the other hand, it remains the city with the longest travel time to the capital of the voivodeship. A serious barrier to the development of Łomża, on the other hand, is its poor communication links - especially the lack of railway connections to Białystok and Warsaw. Both cities have shown positive demographic trends in recent years, which is important in a region with serious demographic problems.

Apart from Łomża and Suwałki, Bielsk Podlaski is the third subregional centre (although not statistically separated), dominant in the southern part of the voivodeship.

It is a town with a strong economic position, but at the same time shown in the National Strategy for Regional Development as a town losing its socio-economic functions. The development problems of Bielsk Podlaski concern, among others, depopulation, worsening of the age structure, and the misalignment of professional qualifications of the inhabitants to the needs of the local economy.

On the other hand, the Bielski powiat is the second centre after Białystok with the highest value of exports and the highest number of exporters in the whole voivodeship. However, the noticeable demographic problems of Bielsk Podlaski may lead to the loss of its economic functions.

Sub-regional growth centres should continue to support public services, transport accessibility, activities in the field of low-emission economy, environmental protection and raising the quality of human capital. Strengthening the position of Łomża, Suwałki and Bielsk Podlaski should be based on, to a large extent, developing their economic potential and improving investment attractiveness based on the endogenous potential of these cities. The particular importance of sub-regional centres in the development processes of the voivodeship should be reflected in their participation in achieving a number of operational objectives. In the area of a dynamic economy, it will be important to pursue specialisations under the operational objective 1.1 *Industries of the future*. The implementation of the operational objective 2.1 *Competent inhabitants* and the operational objective 2.3 *High quality space* will be of key importance for the development of sub-regional centres. The limited resources and significant challenges faced by the region mean that the potential of the sub-regional centres must be



fully exploited, for which the broad implementation of all the operational objectives included in the strategic objective 3. *Partnership-based region* will be useful.

**Map 15.**  
Subregional growth centres



Source: The Podlaskie Spatial Planning Office in Białymstok.

## 4. Białystok and its functional area

The capital of the Podlaskie Voivodeship is the strongest growth pole in the whole voivodeship. Białystok with its gminas: Choroszcz, Czarna Białostocka, Dobryniewo Duże, Juchnowiec Kościelny, Łapy, Supraśl, Turośl Kościelna, Wąsilków, Zabłudów, form the Białystok Functional Area (BFA).

The social and economic potential of Białystok makes it a natural labour and economic activity market for the inhabitants of the surrounding municipalities. The capital of the voivodeship is a place where the inhabitants of the whole region benefit from economic, scientific and social functions of a higher order, which they cannot obtain at the local level. Therefore, according to the National Strategy for Regional Development, it is assumed that actions will be addressed to the voivodeship capitals, which will particularly strengthen the mechanisms of strategic planning and management and the initiative of



cooperation and partnership between towns and within functional urban areas, and will promote a participatory approach to city management.

The scope of intervention in the Białystok Functional Area should focus on supporting higher education and vocational education in order to provide educated human resources for a dynamic labour market and to direct the potential to strengthen innovation and competitiveness of the business sector, including in the international arena. This will be achieved through the implementation of the operational objective 1.1 *Industries of the Future*, the operational objective 1.2 *Podlaskie system of open innovation*, or the operational objective 2.1 *Competent inhabitants*. A unique role should also be attributed to activities in the field of higher education that serve to develop the region's smart specialisations and support effective solutions for vocational education.

According to the approach to climate change adopted by the European Union, there is a need to support solutions based on the natural environment, incorporating its elements into urban space (e.g. green-blue architecture) to solve problems of environmental pollution and facilitate adaptation to climate change. The BFA can also play an important role in developing solutions for the entire voivodeship in the scope of objectives concerning the energy revolution and circular economy (the operational objective 1.4.) The priority is to support the application of technologically advanced and innovative solutions in urban management and to improve the quality of space, as well as to improve internal and external communication accessibility, which will be fostered by the implementation of measures under the operational objective 3.1 *Good governance* and the operational objective 2.3 *High quality space*. The implementation of measures under the operational objective 1.5 *E-Podlaskie* will be important for entrepreneurs and for BFA residents. The implementation of objectives related to the partner region is important in all functional areas, but in the case of BFA, one should count on actions in the field of good governance (the operational objective 3.1.) and international and supra-local partnerships (the operational objective 3.3.) affecting the whole region.

## 5. Powiat towns (at the county level)

In Podlaskie Voivodeship are: Suwałki, Sejny, Augustów, Grajewo, Kolno, Łomża, Mońki, Sokółka, Białystok, Zambrów, Wysokie Mazowieckie, Bielsk Podlaski, Hajnówka, and Siemiatycze.

They perform supra-local functions and provide an important socio-economic background for the communities of neighbouring municipalities, mainly rural ones. Łapy, although it is not a powiat town, performs similar functions for the inhabitants of the neighbouring municipalities. In the powiat centres, the processing industry (e.g. food and wood) and services aimed at serving the surrounding municipalities are developing. The social and economic reality of powiat towns is the primary cause of development regression.

Low GDP generated in individual poviats translates into a quite low average monthly gross salary. This is connected with the low propensity of the local population to entrepreneurship.

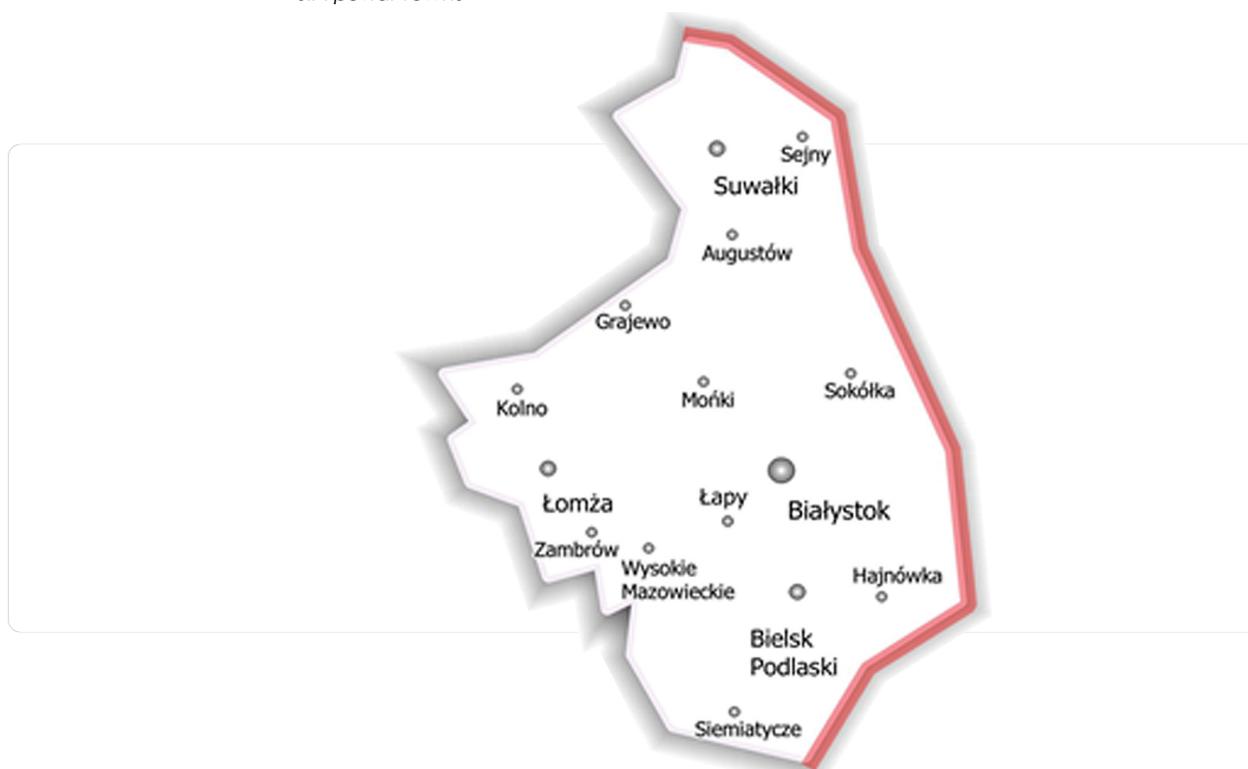


As a result, poor industrial development and reliance on individual industries in practice means that people of working age, with qualifications sought after on the labour market, migrate to larger centres. It is therefore necessary to provide these towns with a certain development impulse, which may encourage local entrepreneurs to take pro-innovative measures. In poviats towns, particular importance should be attached to the development of local entrepreneurship (the operational objective 1.3.), related to the adaptation of inhabitants' competences (the operational objective 2.1.) and their activation (the operational objective 2.2.).

Apart from incentives for entrepreneurs and people planning to start a business, it is necessary to continue investing in access infrastructure, i.e. high-capacity ICT networks, as well as good quality roads and railway lines that will improve the internal and external accessibility of district centres, but also in infrastructure ensuring high quality of public services provided at the district level (the operational objective 2.3 *High quality space*). Such actions will undoubtedly awake the endogenous potential of each city.

**Map 16.**

*SIA poviats towns*



*Source: The Podlaskie Spatial Planning Office in Białystok.*



## 6. Rural areas, including valuable natural areas

The Podlaskie Voivodeship is a region with a predominance of rural areas. Out of the total number of 118 municipalities (gminas) there are 78 rural municipalities, where about 40% of the total population live.

It is also a very diverse region. On the one hand, there are areas of great ecological values, such as: extensive marshy areas in the Biebrza, Narew and Rospuda valleys, unique forest complexes (which include the Białowieża Primeval Forest - the only natural site on the UNESCO World Heritage List in Poland as well as the Knyszyńska and Augustowska Primeval Forest), areas with special landscape values (e.g. Suwalsko-Augustowskie Lakeland) and, on the other hand, areas of intensive agriculture in the western part of the voivodeship. This means that in rural areas of the Podlaskie Voivodeship there is a need to apply various development instruments adapted to their functions. The scope of intervention should include a range of instruments increasing the quality of life of the residents.

This will be achieved through, among others, the development and modernisation of education from the pre-school stage through to lifelong learning, the development of transport, telecommunications and water and sewage infrastructure. Measures are needed to restore the socio-economic functions of rural areas as part of village renewal. Measures to promote entrepreneurship and the ability to compete on the labour market will be important. With regard to agriculture, the lack of water is becoming a particular threat. Therefore, it is important to have a small retention, a programme of afforestation of areas not used for agricultural purposes, but also to protect agricultural production space from depletion for unjustified non-agricultural purposes. An important issue is also the improvement of the structure of the farms. In view of the model of diversified energy adopted in the region, investments in the production and distribution of energy from renewable sources should continue to be supported, which will be possible through measures taken as part of the operational objective 1.4 *Energy revolution and circular economy*.

### Regional policy in relation to rural areas should be based on local initiatives developing social capital.

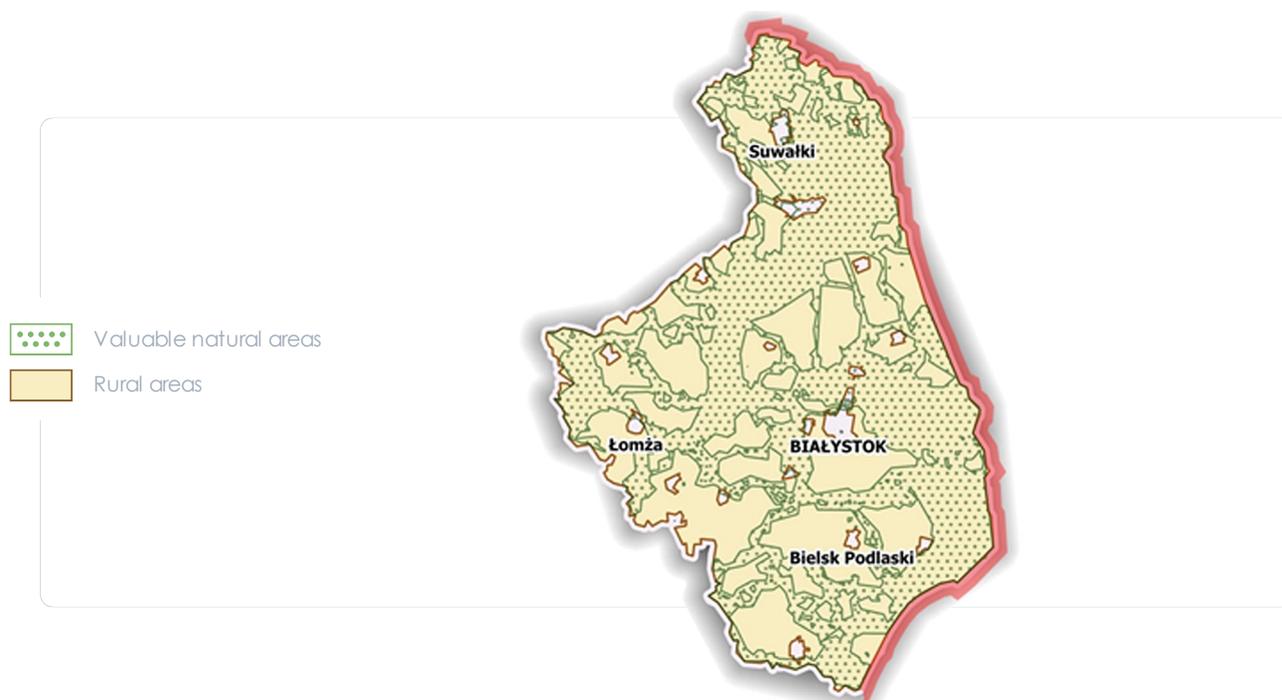
In municipalities that are subject to special legal protection due to their valuable natural areas (e.g. Natura 2000 areas), which in many cases may constitute a significant barrier to their development, e.g. through organisational, social, legal restrictions and increased investment costs, activities should be continued, on one hand, concerning environmental protection and national-born values, and on the other, supporting the development of entrepreneurship that will allow the preservation of natural values, including qualified tourism or ecotourism.



Agriculture in areas of natural value should develop towards the production of high quality food and organic and sustainable agriculture. In rural areas, it will be justified to focus on the implementation of measures aimed at achieving the operational objectives related to high quality space (the operational objective 2.3.), as well as the development of entrepreneurship (the operational objective 1.3.) in connection with the activation of the residents (the operational objective 2.2.), especially in terms of supporting the residents in acquiring and developing competences at all stages of their lives. In the business area, one can count on the development of ecological and sustainable forms of agricultural production and related development of high-quality food processing.

**Map 17.**

*Rural areas, including valuable natural areas*



Source: The Podlaskie Spatial Planning Office in Białystok



# 7

## Implementation system

### 7.1. Implementation rules

In order to ensure the best possible results, assuming the involvement of available financial, material and human resources, the process of implementation of the Podlaskie Voivodeship Development Strategy should be carried out in accordance with certain principles. The most important principles of the Strategy implementation include:

#### **PARTNERSHIP**

Refers to participation, co-decision and co-responsibility of public and non-public entities in the implementation of joint undertakings contributing to the achievement of the assumed objectives of the Strategy, as well as in the monitoring and evaluation of undertaken activities. Public, private and social entities, whose decisions have the greatest impact on the course of development processes in the region, must participate in co-decision processes. The social and economic partners are involved from the outset and at every stage on an equal footing.

#### **INTEGRATION**

the objectives set out in the Strategy are implemented to a different extent by all public entities within their respective competences and in different territorial arrangements. The implementation system takes into account the integrating role of the voivodeship self-government in the activities of various entities at regional and local levels, with the best possible use of national and foreign policies affecting the voivodeship. At the same time, the implemented development policy will respond to the specific needs of the territories and be based on their internal development potential. It is assumed that endogenous potential (territorial resources) will be used and that interventions will be able to respond to development challenges and at the same time precisely adjusted to local conditions.

#### **COORDINATION**

Achieving the objectives of the Strategy requires comprehensive coordination of activities of various entities. The role of all partners involved is to break down barriers and coordination deficits at the regional and local level. Giving appropriate weight and importance to the implementation of the Strategy means striving to strengthen the



coordinating role of regional policy in relation to other policies (horizontal coordination) and to ensure vertical coordination between the activities of different entities.

## **SUBSIDIARITY**

The implementation of public intervention is carried out by different entities at the level guaranteeing highest efficiency. Each measure is programmed and implemented at the lowest possible, but at the same time effective for a given issue, administrative level.

## **RESPECT FOR THE NATURAL ENVIRONMENT**

Implementation of the objectives and actions of the Strategy takes place in the surrounding natural environment, which is one of the most important resources of the region. The strategic approach to the natural environment will manifest itself in the actual implementation of the idea of sustainable development, helping build competitive advantages of the voivodeship with a view to the living conditions of future generations.

## **7.2. Implementation system**

The objectives and actions formulated in the Strategy, due to the key importance of this document in setting out the directions of the region's development, affect very diverse areas of the socio-economic activity, including those that go beyond the sphere of competence of the voivodeship self-government.

Therefore, the system of the Strategy implementation should also be more deconcentrated and go beyond the Marshal's Office of the Podlaskie Voivodeship (MOPV) and its structure.



Thus, taking into account the competences of the voivodeship self-government, the spheres of activity included in the Strategy can be illustrated as follows:

### **The sphere of direct competences and the voivodeship self-government's influence**

The sphere includes the areas and tasks entrusted under the relevant regulations to the voivodeship self-government and its bodies, voivodeship self-government organisational units and companies with the participation of the voivodeship self-government. In this sphere, the voivodeship self-government is an entity that directly implements and co-finances activities indicated in the Strategy

### **The sphere of direct influence of the voivodeship self-government**

The sphere concerns the areas of activity that can be indirectly influenced by the voivodeship self-government, for example, through the programmes and projects it manages, including in particular those ones co-financed from EU funds, as well as through financial participation in projects carried out by independent entities, such as local governments, NGOs, etc. The voivodeship self-government in this sphere acts as a coordinator of development activities and manages external funds for their implementation.

### **The sphere outside the competences of the voivodeship self-government**

The sphere concerns the areas of activity where the voivodeship self-government does not have formal competences, but may, through its involvement, formulated opinions, lobbying or advisory activities, have an indirect impact on activities undertaken at the local, national and international level, or be an inspiration for key development projects from the point of view of the region.

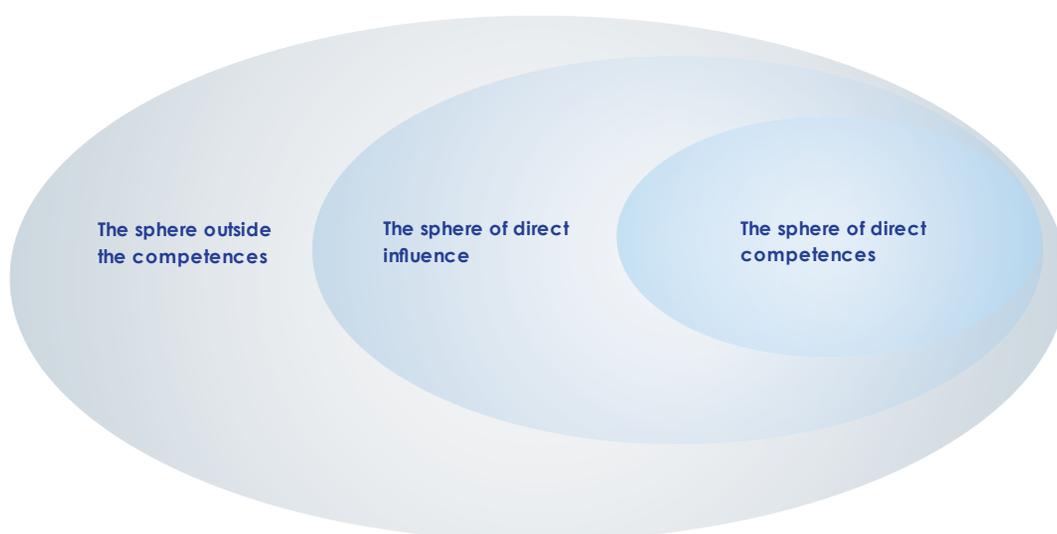


Diagram 1. The spheres of activity in the Strategy depending on competences of the voivodeship self-government



The voivodeship self-government has the following roles in the process of the Strategy implementation:

- **As the entity coordinating development activities**
- **As the entity programming and managing the development processes**
- **As the node of the partner network**

The **Regional Territorial Forum (RTF)** is an instrument/forum for discussion that shapes and stimulates strategic thinking about development at the regional level. The RTF also performs functions related to the monitoring of the Strategy, combining functions of the monitoring and steering committee.

When determining the composition of the RTF, the Board is guided by the principle of partnership, ensuring that the RTF is composed of representatives of all levels of local government units from the territory of the voivodeship, the government administration of the voivodeship, socio-economic partners, representatives of non-governmental organisations, universities and external experts.

The composition of the RTF ensures balanced participation of the self-government, government and socio-economic partners. In particular, the RTF is composed of representatives of subregional cities, the largest universities in the region, non-governmental organisations and representatives of business communities.

The main objective of the RTF is to stimulate strategic discussion on the objectives, directions and effects of regional policy in the voivodeship, as well as their evaluation taking into account the socio-economic problems of the region.

For this purpose, the RTF may use the opinions of independent experts or services of other institutions.

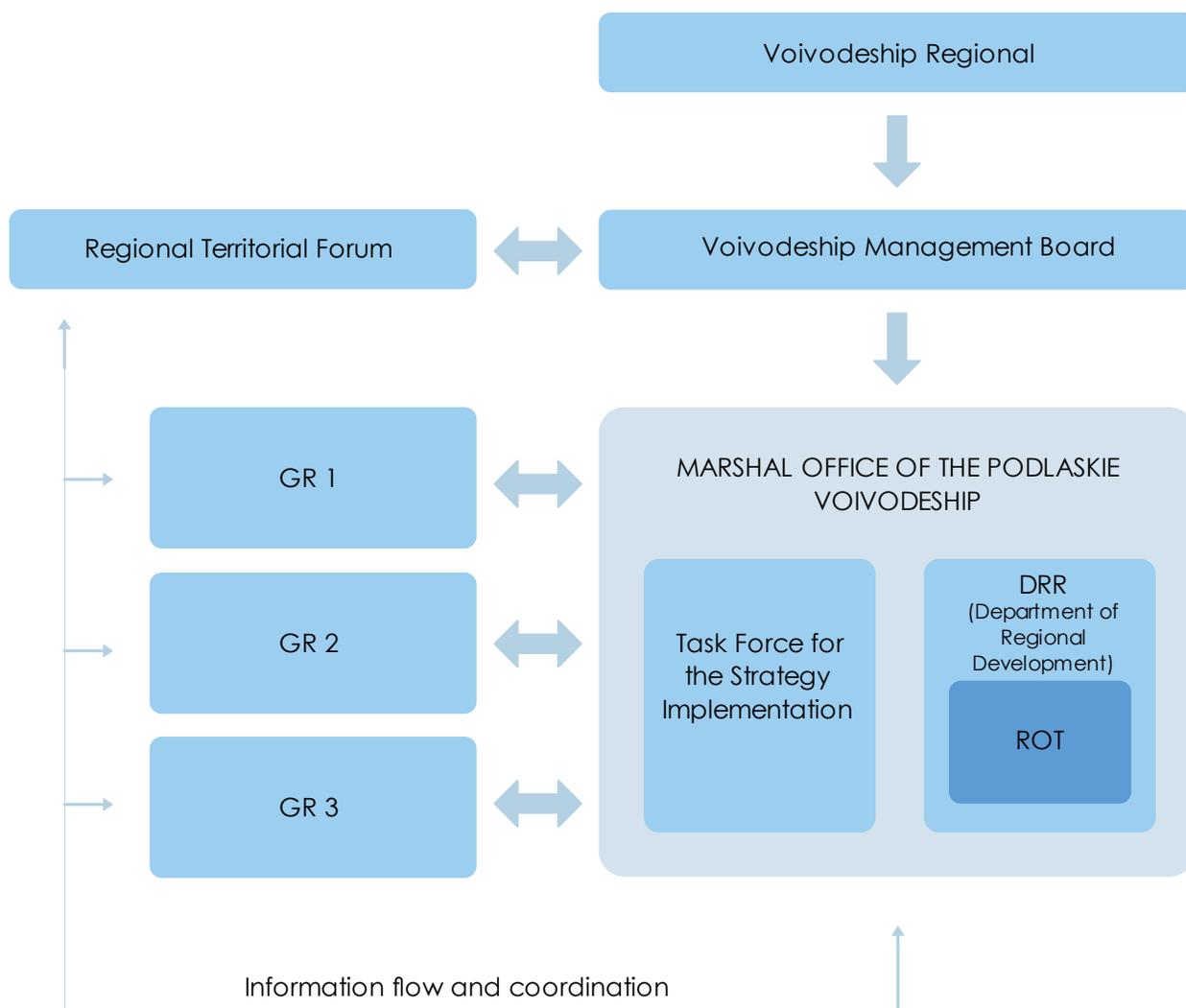
The coordination of the strategic management process has been entrusted to the **Department of Regional Development (DRD)**, responsible for regional policy and strategic planning. The DRD is also tasked with monitoring the progress of the implementation of the Strategy in the context of changes in the socio-economic situation of the region, including through the **Regional Territorial Observatory (RTO)**, created within the structure of this department.

The RTF may indicate the need to set up and define the scope of the Working Groups. The Working Groups are set up by the RTF in particular to prepare/establish development programmes and/or plans, including sectoral ones, created for the purpose of achieving the objectives of the Strategy. The Working Groups may be composed of persons designated by the RTF and employees of the MOPV. Logistic support for the RTF and the Working Groups is provided by DRD.



Within the Marshal's Office of the Podlaskie Voivodeship, there is a **Task Force for the Strategy Implementation (TF)**, consisting of departmental directors, whose task is to supervise the entire implementation of the Strategy. The function of the Task Force's Chairman is performed by the Voivodeship Secretary and the Department of Regional Development's (DRD) Director is his deputy.

Modern development policy requires the voivodeship self-government to play a very active role, not only in the sphere of direct competences, but also as an initiator and animator of the activities of other entities, which, according to the principle of good governance, will be more strongly involved in the implementation of the Strategy's objectives than before. In justified cases, the possibility of implementing individual areas of the Strategy by units subordinate to the voivodeship self-government, but also independent of the MOPV, is allowed. Additionally, in justified cases, it is allowed to create units of a project character for the needs of particular tasks, which stop operating when they complete the entrusted task.



Scheme 2. Organisational scheme of the system of PVDS (the Podlaskie Voivodeship Development Strategy) implementation



## IMPLEMENTATION SYSTEM

### 7.3. Monitoring system

Monitoring is an indispensable part of the system of the Strategy implementation. Systematic analysis of the progress of the Strategy implementation provides a basis for verifying the effectiveness of its implementation, becoming a key source of information in the decision-making process.

The monitoring system of the Strategy is an element of a broader system of development policy monitoring. According to the provisions of the National Strategy for Regional Development 2030, the key role in regional policy, next to the minister in charge of regional development, is played by the **voivodeship self-government**, which plays a fundamental role in the process of development programming, development management, implementation of development activities at the regional level and coordination of development activities at the voivodeship level. The voivodeship self-government supervises the course of the regional policy implementation processes, and in particular diagnoses the situation and development potentials/trends (development paths) of various types of areas (including the SIA indicated in the NSRD). An important role of the voivodeship self-government is to **monitor** the situation in the scope of socio-economic and spatial development and to assess the effectiveness and efficiency of development interventions applied so far, directed within the framework of regional policy and sectoral policies to the region.

The integrated analytical and monitoring system dedicated to the evaluation of development policies with territorial impact consists of central and regional level units. **The National Territorial Observatory** is responsible for monitoring and analysing the implementation of policies included in key strategic documents and monitoring the social and economic situation of the country and regions. The Observatory supports decision-making processes at the central level. The **Central Statistical Office (CSO)** is the analytical and information resource in the area of social and economic situation and processes in the country and regions.

### The analytical and monitoring system, at the regional level, includes the Regional Territorial Observatories (RTO) and Regional Research Centres (RRC).

Established and managed by the self-government units, the **RTOs** carry out research, develop analyses and support the management of the development policy at the regional level. Their task is to collect data from various sources and prepare the most important information on socio-economic changes taking place in the regions, which are then to be used in regional strategic and operational decisions.

The regional observatories shall establish a system of cooperation and information flow between the main public actors at the regional level involved in the planning and implementation of the development policy in order to monitor and evaluate the overall public intervention having a territorial impact.



In the implementation of these processes, regional territorial observatories cooperate with regional research centres, which operate within the structures of 16 statistical offices and provide diagnostic and analytical support in monitoring development at the regional and local level.

The complementarity of activities undertaken within the framework of monitoring is complemented by cooperation with units operating within the framework of the cohesion policy evaluation system: National Evaluation Unit and Evaluation Units operating at the regional level. These sub-entities carry out their own analytical activities and exchange information between the entities involved in the implementation of development policy, and cooperate with institutions carrying out research, education and information activities in the area of development management. In the Podlaskie Voivodeship, the Regional Territorial Observatory is the evaluation unit. Combining research and analytical work carried out by the Regional Territorial Observatory and the regional evaluation unit in one allows research specialisation of one organisational unit and efficient management of the regional monitoring and evaluation system.

### **Monitoring indicators**

The key role in the process of monitoring the implementation of the Strategy will be played by the indicators for the implementation of the strategic objectives listed in Table 1. The strategic monitoring process is based on a limited number of monitoring indicators for each of the strategic objectives. The selection of indicators was determined by the adequacy to the strategic objective and access to data. Due to the need to maintain comparability, the main source of data for monitoring the Strategy is public statistics.



**Table 1.** Strategic objectives monitoring indicators

Strategic Objective	Name of the indicator	Measure	Source	Basic value (per year)	Average value (2025)
Strategic Objective <b>No. 1. Dynamic economy</b>	GDP per capita	PLN	Local Data Base	37 077 (2017)	increase by 30%
	Value of sold production of goods per capita	PLN	own calculations based on CSO	19 970 (2018)	increase by 30%
	Export value per capita	EUR	obliczenia own calculations based on NRA	1 853 (2018)	increase by 30%
Strategic Objective <b>No. 2. Affluent inhabitants</b>	Average monthly disposable income from income sources per person in the household	PLN	own calculations based on CSO	1 379 (2017)	1 750
	Own income of territorial self-government units per capita	PLN	own calculations based on Local Data Base	2 570 (2018)	3 300
	Inter-regional and foreign migration for permanent residence from the region	capita	own calculations based on Local Data Base	4 811 (2018)	4 000
Strategic Objective <b>No. 3. Partnership-based region</b>	Inter-regional and foreign migration for permanent residence to the region	capita	Local Data Base	2 797 (2018)	3 000
	Entities with foreign capital participation per 10,000 residents	piece	Local Data Base	1,6 (2017)	2,0
	Average level of trust	%	CSO	86% (2018)	89%

Source: Own study

In 2025 there will be a mid-term review of the implementation of the Strategy objectives. During the review, the target values of the indicators for 2030 will be determined and approved by the Podlaskie Voivodeship Management Board, and, in the case of justified needs, corrections will be made in the set of strategic indicators for monitoring the Strategy.

**At the implementation level, additional categories of indicators will be defined:**

1. Indicators for the achievement of operational objectives,
2. Indicators of monitoring strategic intervention areas (SIA)



The monitoring will also cover the development programmes<sup>8</sup> through which Strategy and the Regional Operational Programme (ROP) will be implemented. Through the continuous monitoring of the implementation instruments of the Strategy, operational monitoring of the progress of the full spectrum of activities will be ensured.

As a rule, the Strategy will be monitored on an annual basis and its monitoring will be an integral part of the Voivodeship Status Report. The first report on the implementation of the Strategy, as an integral part of the Voivodeship Status Report will be prepared in 2021. An exception will be the SIA monitoring, which will take place in a three-year cycle. The annual reports on the implementation of the Strategy in the years: 2021, 2024, 2027 and 2030 will be supplemented with the analysis of the indicators monitoring SIA.

**The Regional Development Department will be responsible for:**

- ✓ The mid-term review of the implementation of the Strategy's objectives;
- ✓ Identifying additional, relevant indicators at the implementation level;
- ✓ Introducing changes in the catalogue to indicators at the implementation level, where necessary due to the conditions accompanying the implementation;
- ✓ Coordination of work and preparation of reports on the implementation of the Strategy. Individual departments of the MOPV and voivodeship organisational units, which are part of the TF, will be responsible for preparing relevant information and contributions to the reports in the necessary period (including information on development programmes).

<sup>8</sup> The programmes in Art. 9 item 3 of 6 December 2006 on The rules of development policy, i.e. J. of L. of 2019, item 1295.



## IMPLEMENTATION SYSTEM

### 7.4. Financial framework

The Strategy for Responsible Development (SRD) until 2020 (with an outlook to 2030) introduced a new development model - responsible and socially and territorially sustainable development. The expected result of the implementation of the set objectives is to increase the competitiveness of the economy, develop care for the environment and the quality of life, while maintaining the stability of public finances. Special support will be directed to those areas which, having less resistance to crisis phenomena, cannot fully develop their development potential, or are at risk of losing their social and economic functions.

In the Podlaskie Voivodeship, the main tool for long-term development planning is the Podlaskie Voivodeship Development Strategy till 2030. In adopting the assumptions of the development policy for the next decade, special attention was paid to counteracting social stratification and reducing diversity in the social and economic development of individual parts of our region. The regional policy will support activities that make use of local, endogenous resources and potential of the local community, which provide impulses for initiating sustainable economic growth, creating high quality jobs, and thus increasing income and improving the living conditions of inhabitants. In order to implement these ambitious development plans, it is necessary to select appropriate financial resources to enable the implementation of these assumptions.

**According to the SRD, the burden of financing public investments after 2020 is to be transferred to a greater extent to national resources, both public and private.**

EU funds will continue to be an important source of funding for pro-development investments in Poland, but due to the increase in the wealth of Polish regions, their share in the total pool of development funds will be relatively smaller (the real weight of these funds will be smaller in relation to the GDP and to the total development funds). Tasks previously financed under the cohesion policy will be gradually financed from national public funds, from the central and local government budgets, with an increased role of the latter in financing development efforts. This is due to the expected, quite significant reduction in relation to the 2014-2020 period and to previous expectations - in the 2021-2027 financial perspective, of the pool of funds available to Poland under the cohesion policy and the EU's common agricultural policy<sup>9</sup>. In relation to this, there is no doubt that the pool of European Union funds available for use in the Podlaskie Voivodeship will also decrease.

<sup>9</sup> *Strategy for Responsible Development until 2020 (with an outlook to 2030)*, p. 12 and 280 and *National Strategy of Regional Development 2030*, pp. 109-110



According to the draft EU general regulation of 29 May 2018, the total allocation to Poland for 2021-2027 under the cohesion policy will be approximately EUR 61.5 billion.

**This amount will be divided into two cohesion policy objectives:**

1. Approximately EUR 61 billion will be allocated to Objective No. 1 "Investment in employment and growth". Its programmes will be implemented at the national level. At the regional level, programmes will be drawn up for each voivodeship taking into account the socio-economic situation, development plans, needs of the area, and in accordance with the principles of territorial dimension implementation. In accordance with the NSRD, the continuation of the programme in the voivodeships of Eastern Poland and the implementation of a supra-regional programme addressed to the economically weakest areas (Programme 2020+) is envisaged,
2. Approximately EUR 0.5 billion for Objective No. 2 "European territorial cooperation" (Interreg) (ETC). Objective No. 2 will implement cross-border, transnational and interregional cooperation programmes.

**In accordance with the European Commission's proposal, Poland is obliged to allocate the ERDF allocation as part of thematic concentration:**

- min. 35% for CP1 A smarter Europe by promoting innovative and smart economic transformation,
- min. 30% on CP2 A greener, low-carbon Europe by promoting clean and fair energy transition, green and blue investments, the circular economy, climate adaptation and risk prevention and management,
- and 6% of the ERDF allocation for sustainable urban development.

**Under the ESF+, resources should be concentrated on the following areas:**

- Promotion of social inclusion - min. 25% of the allocation,
- Combating forms of extreme poverty - min. 2%.

The draft general regulation indicates that the funds covered are to contribute to an overall ceiling of 25% of the EU budget dedicated to environmental and climate action. The expenditure on environmental and climate objectives is to be 30% of the ERDF and 37% of the CF.



Under Objective No.1 of the cohesion policy, the Podlaskie Voivodeship was qualified to the group of less developed regions (with wealth of less than 75% of the EU average GDP per capita).

Currently, the European Union budget and its cohesion policy has been evolving towards the creation of new sector-specific instruments at the EU level (with a different distribution key to the cohesion policy), increasing the share of financial instruments at the expense of grants, improving the efficiency of spending, increasing spending on innovation and climate change. The role of regional and local authorities will be to encourage potential beneficiaries to make greater use of these initiatives and to provide comprehensive assistance to those interested in this source of funding. This group of European policy instruments includes CEF, Horizon 2020, COSME, LIFE, Erasmus+ and EaSI.

The regional policy instruments listed in the 2030 National Strategy for Regional Development will be a programme contract, a sectoral contract and a territorial agreement.

## A programme contract

Is a mechanism of arrangements between the government and the voivodeship self-government that constitutes a commitment of the parties to implement tasks under the operational programme for the implementation of the partnership agreement for 2021-2027 prepared by the Voivodeship Management Board, aimed at achieving common objectives set in relation to the territory defined in the agreement. The agreement between the parties defines the principles, directions and conditions of financing this programme, including priority projects implemented in this programme. The results of the arrangements in the contract will have a significant impact on the size and direction of the allocation of a given regional operational programme. The contract may indicate in selected areas identified projects to be implemented under the national operational programmes, i.e. non-competitive projects. The programme contract does not go beyond the area of the voivodeship and should take into account specific needs identified at the national or regional level of the SIA.



## A sector contract

Is a mechanism of arrangements between the minister in charge of the scope covered by the sector contract, the minister in charge of regional development and the voivodeship management board(s), specifying the method of implementation of development programmes prepared by the competent ministers with regard to territorially oriented intervention in the region. A sectoral contract is a mechanism unrelated to EU funds, which may be used to agree on the implementation of selected development programmes within the scope of territorially-oriented intervention. The sectoral contract will serve to agree with the Voivodeship Management Board on the scope and method of implementing the development programme with respect to the so-called territorial part, if such part will be singled out in the development programme. Thus, the arrangements of the sectoral contract will prejudice the system of implementation of a given development programme with respect to the territorially oriented intervention. The condition for concluding a sectoral contract is to guarantee a financial contribution for the implementation of undertakings foreseen to be implemented in the territorially oriented part of the development programme, on the part of the government and the voivodeship self-government. The sectoral contract specifies undertakings important from the point of view of the development of a given territory, which should be addressed in the development programme.

## The Territorial Agreement

Is a mechanism for making the planning and implementation of development processes undertaken/initiated from a local level a reality. This mechanism should serve the development of cooperation between local governments, in areas where more than one territorial self-government unit (gmina/powiat), social/economic potentials or problems that limit the activation and use of potentials have been identified as important for development. The Territorial Agreement may be used to determine the scope and manner of implementation of selected projects, which constitute the gmina/powiat's own task and are important for the neighbouring territorial self-government units or higher-level territorial self-government units, crucial for the development of the area covered by the agreement and important for supra-local development. The purpose of the territorial agreement is to support the territorial self-government units at the local level (gmina/powiat self-governments) by other gmina self-governments, powiat self-governments, voivodeship self-government or the government - in carrying out their own tasks which are of supra-local importance. The support under the territorial agreement can be - depending on the needs and scope of the parties' involvement - animation, integration or financial.



## An important role in the implementation of the Podlaskie Voivodeship Development Strategy till 2030 is played by the Multiannual Financial Forecast of the Podlaskie Voivodeship for 2019 - 2041.

As a statement of income and expenditure, this document enables a rational estimation and subsequent use of the investment funds at the disposal of the Podlaskie Voivodeship self-government. When planning the Multiannual Financial Forecast and the budget of the voivodeship, it should be important to separate expenses related to the implementation of the Strategy and to indicate key own investments of the Podlaskie Voivodeship self-government. This will allow for the transparency of the activities carried out and their orientation towards the implementation of the objectives set out in the Podlaskie Voivodeship Development Strategy till 2030.

### **The funds for the implementation of Podlaskie Voivodeship Development Strategy till 2030 will come from internal and external sources, and these will be particularly important:**

- budget resources of local government units of all levels,
- state budget resources,
- state funds from special purpose funds, such as the Voivodeship Environmental Protection Fund and Water Management, the budgets of the funds managed under the Polish Development Fund,
- funds from the European Union budget:
  - the European Regional Development Fund,
  - the European Social Fund Plus,
  - the Cohesion Fund,
  - European Agricultural Fund for Rural Development,
  - other funds under shared management (European Maritime and Fisheries Fund, Asylum and Migration Fund, Border and Visa Management Facility, Internal Security Fund),
  - EU framework programmes and initiatives managed by the European Commission, such as CEF, LIFE, COSME, Horizon Europe, Erasmus+, EaSI,
- other funds from abroad (credit, guarantee and suretyship programmes), e.g. from the European Investment Bank, the World Bank, the EEA Financial Mechanism and the MNF,
- private funds,
- funds withdrawn from financial engineering instruments in the period of 2007-2013 and financial instruments and repayable assistance in the period of 2014-2020, to be reused as repayable assistance.

The main sources of funding of the Strategy in the layout of individual operational objectives are indicated below:



### Strategic Objective: **No. 1. Dynamic economy**

<b>Operational objectives</b>	<b>Forecasted main sources of financing</b>
1.1. Industry of the future	UE programmes and initiatives, private funds ERDF
1.2. Open innovations system of Podlaskie	UE programmes and initiatives, private funds, ERDF
1.3. Local entrepreneurship	Private funds, ERDF, EAFRD, EMFF, ESF+
1.4. Energy revolution, circular economy	CF, ERDF, state budget funds, budget resources of local government units (LGU) private funds, EAFRD
1.5. E-Podlaskie	Private funds, LGU budget resources, state budget funds, ERDF, ESF+

### Strategic Objectives: **No. 2. Affluent inhabitants**

<b>Operational objectives</b>	<b>Forecasted main sources of financing</b>
2.1. Competent residents	Higher education institutions funds, ESD+, private funds, LGU budget resources
2.2. Active residents	LGU budget resources, state budget funds, higher education institutions funds, ESF+, private funds
2.3. High quality space	State budget funds, LGU budget resources, CF, ERDF, funds from ETC, EAFRD

### Strategic Objective: **No. 3. Partnership-based region**

<b>Operational objectives</b>	<b>Forecasted main sources of financing</b>
3.1. Good governance	State budget funds, LGU budget resources, ESF+
3.2. Social capital	ESF+, higher education institutions funds, private funds, LGU budget resources, ETC
3.3. International and supralocal partnerships	LCU budget resources, state budget funds, EU programmes and initiatives, ETC, ESF+, ERDF
3.4. Hospitable region	LCU budget resources, state budget funds, EU programmes and initiatives, ETC, ESF+, ERDF



# 8

## Strategy and national documents

The Podlaskie Voivodeship Development Strategy till 2030 should be consistent with key national documents.

An assessment of the document's coherence with the Strategy for Responsible Development and the National Strategy for Regional Development was performed below. Simultaneously, compliance with the Concept of National Spatial Development is ensured by the Spatial Development Plan, which takes into account the paragraphs and recommendations arising from this document.



**Table 2:** Cohesion of the Podlaskie Voivodeship Development Strategy till 2030 with the objectives and areas of the Strategy for Responsible Development

Strategic objectives and areas of SRD	Strategic and operational objectives of the PVDS 2030											
	Strategic Objective No. 1. Dynamic economy				Strategic Objective No. 2. Affluent inhabitants				Strategic Objective No. 3. Partnership-based region			
	1.1. Industry of the future	1.2. Podlaskie open innovations system	1.3. Local entrepreneurship	1.4. Energy revolution and circular economy	1.5. E-podlaskie	2.1. Competent inhabitants	2.2. Active inhabitants	2.3. High quality space	3.1. Good governance	3.2. Social capital	3.3. International and suprarregional partnership	3.4. Hospitable region
<b>Detailed Objective No. 1 – Permanent economic growth based more strongly on knowledge, data and organisational excellence</b>												
Area: Reindustrialisation	XXX	XXX				X						
Area: Development of innovative companies		XXX			X	X						
Area: small and medium enter-prises			XXX		X							
Area: Capital for development	X		XX									XX
Area: International expansion	XXX									X		X
<b>Detailed Objective No. 2 – Social sensitive and territorially sustainable development</b>												
Area: Social cohesion							XXX		X			
Area: Territorially sustainable development	X		XX					XXX	X			XX
<b>Detailed Objective No. 3 – An efficient state and institutions for growth and social and economic inclusion</b>												
Area: The state for the citizens and the economy									XX			
Area: Pro-developmental institutions and strategic management of development		X							XXX			
Area: E-state					XXX				X			
Area: Public finance									X			
Area: Effectiveness of using EU funds									XXX		X	
<b>Areas influencing strategy objectives</b>												
Area: Human and social capital						XXX				XXX		
Area: Digitalisation					XXX							
Area: Transport								XXX				
Area: Energy				XXX								
Area: Environment								XXX				
Area: National security									X			

X - cohesion of objectives; XX - high cohesion of objectives; XXX - very high cohesion of objectives.



**Table 3: Cohesion of the Podlaskie Voivodeship Development Strategy till 2030 with main and detailed objectives of the National Strategy for Regional Development 2030**

Main and detailed objectives of NSRD 2030	Strategic and operational objectives of PVDS 2030											
	Strategic Objective No. 1. Dynamic economy				Strategic Objective No. 2. Affluent inhabitants				Strategic Objective No. 3. Partnership-based region			
	1.1. Industry of the future	1.2. Podlaskie open innovations system	1.3. Local entrepreneurship	1.4. Energy revolution and circular economy	1.5. E-podlaskie	2.1. Competent inhabitants	2.2. Active inhabitants	2.3. High quality space	3.1. Good governance	3.2. Social capital	3.3. International and supragional partnership	3.4. Hospitable region
<b>Detailed objective No. 1 – Increasing cohesion of the country in the social, economic, environmental and spatial dimension</b>												
1.1 Increasing the development perspectives of areas of weaker												
1.1.1. Creating conditions of further development of competitive economy in Eastern Poland	X	XXX	XXX		XXX	XXX	XXX	XXX	XXX	XX	X	
1.1.2. Increasing development opportunities of areas permanently endangered by marginalization	X		XXX	XX	XX	X	XX	XX	XX		XX	
1.2. Increasing benefiting from the development potential of medium-sized cities losing socio-economic functions				X	XX		XXX	X	X	X	X	
1.3. Accelerating the transformation of Silesia's economic profile												
1.4. Counteracting crises on degraded areas					X		X		X			
1.5. Development of infrastructure supporting delivery of public services and increasing attractiveness of the region				XX	XX		XXX					X
<b>Objective No. 2 Increasing regional competitive advantage</b>												
2.1 Development of human and social capital	X	X			XX	XXX	XXX		XXX			
2.2. Supporting entrepreneurship at the regional and local level	X	X	XXX						X		XX	
2.3. Innovative development of the region and perfecting the attitude based on Smart Regional Specialisations	XXX	XXX			X	X						
<b>Objective No. 3 Increasing the level of governance and territorially directed policies</b>												
3.1 Strengthening the administration potential for development management								XXX				
3.2. Strengthening cooperation and integrated attitude to development at a local, regional and supra-regional level and strategic management of development								XXX		XXX		
3.3. Improvement of public services provision								X				
3.4. Effective and coherent system of financing regional policy												

X - cohesion of objectives; XX - high cohesion of objectives; XXX - very high cohesion of objectives.

**The following integrated strategies also exist at the national level:**

- The Productivity Strategy;
- Human Capital Development Strategy;
- Strategy for Social Capital Development (Cooperation, Culture, Creativity) 2030;
- Efficient and Modern State Strategy 2030;
- Strategy for Sustainable Rural Development, Agriculture and Fisheries 2030;
- Strategy for Sustainable Transport Development until 2030;
- Polish Energy Policy until 2040;
- Ecological Policy of the State 2030.



# 9

## Annexes

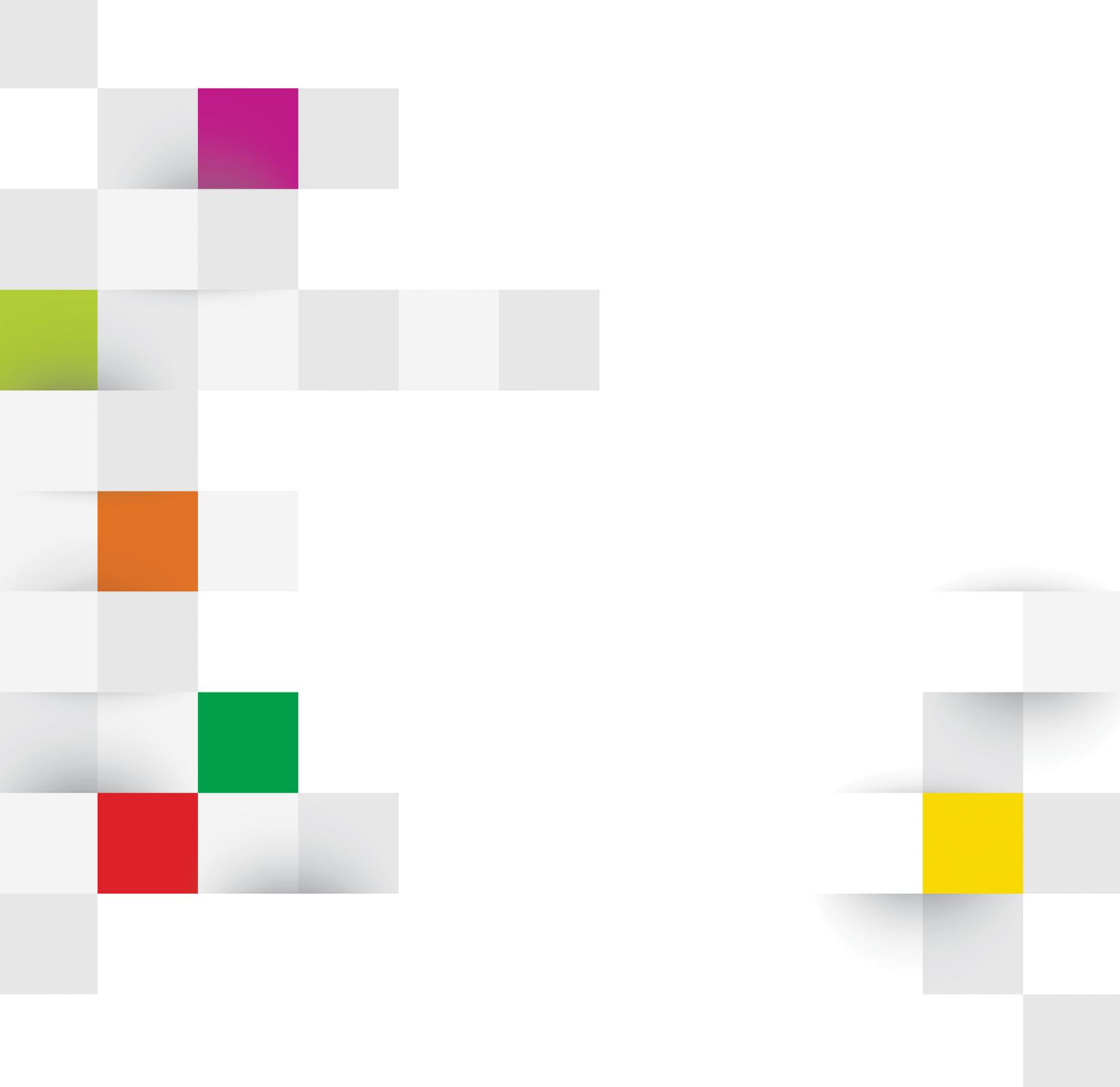
1. Synthesis of the diagnosis
2. Indicator monitoring system
3. Work on preparing the Podlaskie Voivodeship Development Strategy till 2030

The annexes are available at [www.strategia.wrotapodlasia.pl](http://www.strategia.wrotapodlasia.pl)



Podlaskie

Marshal's Office of the Podlaskie Voivodeship



Marshal's Office of the Podlaskie Voivodeship  
Department of Regional Development

89 Poleska street  
15-874 Białystok  
e-mail: [strategia2030@wrotapodlasia.pl](mailto:strategia2030@wrotapodlasia.pl)

[www.strategia.wrotapodlasia.pl](http://www.strategia.wrotapodlasia.pl)

