

DEVELOPMENT STRATEGY

OF LUBUSKIE PROVINCE

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Introduction

Acceptance of development of strategy is one of the main planning tasks provided by Section 11 of Province Self-government Act (published in the Official Gazette of Current Legislation No. 91, Item 576 of July 18, 1998). Lubuskie Province Board began working on the document as early as in February 1999. In July 1999 **the first working version of “Development Strategy of Lubuskie Province”** was consulted. Having taken into account the results of consultations **working team** led by Prof. Grzegorz Gorzelak and Prof. Bohdan Jałowiecki, experts from European Institute of Regional and Local Development of Warsaw University, compiled a project of the strategy in December 1999. The project significantly reduced the number of general goals and operating objectives to those whose accomplishment depends upon the self-government of the Province.

From the very beginning discussions concerned the **timing** of the document under preparation. Generally speaking, strategies of large organizations – theoretically a region is such an organization – should refer to a relatively long period of time, i.e. 10 – 15 years. Majority of the actions included in the strategy may be fully carried out within more than ten years. Thus, **the year 2010 was regarded the first “round” date congruent with the above assumptions.**

The adapting actions connected with the expected enlargement of European Union are an important prerequisite for commencing work on regional strategies in Poland. Poland belongs to the group of countries that are covered with PHARE Program and - from 2000 - with the new pre-access funds, i.e. ISPA and SAPARD.

During the next few years regional and structural policy of our country will be based on access to these funds completed with the contribution from the state budget and local/regional budgets. Therefore, it is **“AGENDA2000”**, a strategic document that determines the nature, size and the rules of support for regional development in the Member States and the Candidate States (including Poland) in the years 2000 – 2006.

Thus, **the year 2006 is** an important **time horizon assumed for strategic planning**. This period of time has been included in the National Strategy of Regional Development and in five sector strategies. Lubuskie Province development strategy must take it into account. The year 2006 should then be considered the crucial time, especially for **operating programs** that are a form of precise strategy proceeding.

The date of Poland's joining EU will influence many actions taken by the self-government of the Province. Our country will obtain then a significantly wider access to support funds addressed to poorly developed regions. We assume that Poland will become a member of EU while our strategy is being accomplished. However, regardless of the access date, benefits brought by the access will maximize the opportunities of the regions, which will be well prepared for absorption and good use of the wider stream of funds. Thus, the strategy and the operating programs and projects resulting from it shall serve achieving readiness for absorption the outer funds (from EU funds and programs, and from regional development support funds of the state budget) through concluding a regional contract with the government.

Due to new administrative structures (16 large provinces, and counties) that came into being on January 1, 1999, statistical research centers were assigned a difficult task of working out "an opening balance" based upon statistics conformable with the former administrative division of the country.

It should be emphasized that formation of new provinces followed by difficulties with the access to the necessary statistical and comparative data brought about a significant increase of interest in regional research. The understandable (in the first year of the administrative reform) lack of comprehensive statistical data, especially in the dynamic aspect, was completed by numerous estimations carried out by research teams. Particularly worth noting here are the publications of the Market Economy Research Institute (MERI) and Government Center for Strategic Studies. "Lubuskie Province Profile", a document by MERI, may complement the development strategy of the Province as it includes a wide analysis of the status quo and competitiveness of the region economy.

The number of development priorities (main goals) has been clearly limited in the strategy which treats the goals as answers to the four challenges included in the strategy. **A vision of Lubuskie Province** has been determined as a synthetic catalog of the expected and possible achievements in the period of strategy accomplishment.

The Annex to the full text of the strategy includes a problem-oriented diagnosis of Lubuskie Province as a comprehensive description of its status at the end of 1990's. The diagnosis was the basis for strategy formulation.

As a result of working on these documents, many persons from various groups were involved in planning of the future of the region. Projects proposed in course of social consultations are the effect of discussions, numerous partial studies, expertise and opinions. Majority of them is of great local significance and pertains mainly to the competence of commune self-governments. Authors of these projects expected acceptance and confirmation of their concordance with the Province development strategy. This may become important at the time of a wider access to outer aid funds, when such a concordance must be proved.

1. The essence of the development strategy

Strategy – a Greek word, originally meant the theory and practice of preparation and waging war, is now used in many fields of life. Independently of whether it describes social, economic or military actions, it refers to a larger scale activity and presents them according to certain principles. This is so because strategy determines goals as interrelated hierarchically and chronologically, and it points at measures to be used in order to achieve the goals; it also considers all the circumstances and possibilities.

Strategies similar to military ones have also entered economy and public offices, including regional authorities. What are the documents and what requirements should they meet? Let us present the most important features since they determine the scope, structure and contents of **Lubuskie Province development strategy**:

- The strategy of the province points at main goals **within the period of 10 – 15 years**, under changing conditions, with participation of public and private partners;
- The strategy of development of the region is **the province self-government's own document** thank to which the self-government will be able to accomplish its future activity;
- Bodies independent of regional authorities are a part of the region **surroundings** and should be considered as such in the strategy;
- **Information features** of the strategy are an important aspect. The strategic document informs the society, economic bodies and institutions about the priorities accepted by the regional authorities;
- The basis of the Province development strategy is formed by the assumption of **maximum use of precisely recognized internal resources and potential of the local bodies as well as the benefits created by geographic situation.**

<p>The Province development strategy is a program of future activity. Its essence is a hierarchic arrangement of goals. The most important goals for the development should be accomplished first.</p>
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Constructing the **development strategy** resolves itself to answers to three questions:

1. **Where exactly is the region on its path of development, and what will be its probable way of development?** This is the phase of **prospective diagnosis**, which involves past and expected, outer and inner conditions of region development. The objective of the diagnostic phase is to present a dynamic balance of advantageous and disadvantageous features of the region, and – on this ground – to identify its competitiveness and barriers for its development.
2. **Where should the region be at a determined moment indicated by the strategy horizon (in 10 years)?** This phase states the **final goal**, called the **vision**. It allows **assessing** the features of the region and the influence of its surroundings upon possibilities to achieve the expected status. The assessments allow determining **strong and weak points** of the province as well as the chance and threat for the development of the region.
3. **How to achieve the expected status?** This part of the strategy determines the ways of using the strong points and weakening of the negative influence of barriers for the development.

The final effect of working out the strategy consists in preparation of precise **operating programs** that describe actions to be taken by appropriate institutions and organizations. The programs present goals, ways of achieving them (including costs where possible), institutions responsible for their achievement, and sources of finances.

Self-government of the province prepares the development strategy of the region in order to rationalize the self-government's future actions.

2. Lubuskie Province surroundings

2.1. Contemporary mechanisms of development

The transformation of the system introduced Poland and her regions into the worldwide market. The economy opened to the exchange of goods, services, capital, information and labor. Large cities and border regions (in Central Europe, and in Poland, too – these are regions situated on the western borders) are most susceptible to outer influence. Thus, recognition of **contemporary trends and mechanisms of development** is particularly important for Lubuskie region, situated near four agglomerations (Berlin, Poznań, Wrocław and Szczecin), on the border with Germany, i.e. the border between Poland and European Union.

Very briefly, the contemporary processes of development may be considered as a triad of strictly interdependent processes: **globalization – innovation – competition**.

Globalization consists not only in intensifying international exchange of goods, services, labor and capital but also in receiving a great significance by the bodies present in the worldwide economy. The strongest ones are here transnational corporations that accomplish their own global strategies.

Development of global information networks is both a reason for and a result of globalization. This is the most important **innovation** that has changed the world **economy**.

Globalization caused that new partners – quickly developing countries – became involved in **competition**. The competition occurs at two main levels:

- producing and global spreading innovations and new technologies, and, thus, creating new consumption needs. The countries and regions with the highest research and scientific potential are winning the competition.
- manufacturing mass products, from applied electronics, through cars, to textile products, footwear and food. Those who offer the best relation between manufacturing costs and quality win here. However, they cannot be sure that they will maintain the superiority.

The above difference is very important for Lubuskie Province. The “high road” may be achieved by merely a part of the Polish economy, and only by a part of Polish territorial arrangement, large cities first of all. Quite a low technological advancement level of the Lubuskie region, and capital and technological superiority of its higher developed neighbors – especially German regions – may threaten the region with pushing it to the “low” road.

As a part of the open economy of Poland in the process of her integration with European Union, the development of Lubuskie Province will be subject to these circumstances to a greater and greater extent along with intensifying of Polish and regional economy relations with the world economy.

2.2. Lubuskie Province in the European area

2.2.1. Border for today and for tomorrow

Zielona Góra Province formed in 1950 (of similar shape to this of today) included peripheral parts of Wielkopolska, Silesia, Western Pomerania and the historical part of Brandenburg. Since that time the region has been shaped in the area clearly bordered by the Rivers Nysa and Oder, a tract of Zbąszyń lakes, northern edge of Dolnośląskie Forests and southern limits of Western Pomerania. The region has developed its relatively homogenous economy, structures and research and cultural institutions. The population that has a feeling of unity of interests inhabits it.

There are two important transit roads that cross the Province. One of them is the most important for Poland part of European east-west connection from the West of Europe, via Berlin and Poznań, to Warsaw and further to the East. The second one is an important road

from the North to the South; from Scandinavia via Szczecin, Gorzów Wielkopolski, Zielona Góra to Prague (with the access to Wrocław), and further to the South. Another important road runs through the southern part of the Province, i.e. Berlin – Wrocław – Krakow – Ukraine.

A completely new situation was created by incorporating the Territories in Poland, establishment the border on the Rivers Nysa and Oder and almost complete change of population that resulted from after-war migrations. The European geopolitical arrangement formed after the World War II brought about closing of the western border and cutting off many areas and towns of the present Lubuskie Province from their natural base. For fifty years, the region was at the outskirts of Poland and – to a significant extent – comprised a military base of the Soviet Army. These circumstances resulted in a lower level of industrialization than in other regions of Poland.

Unification of Germany and transformation of Polish economy made it possible for the divided towns and neighboring areas to start cross-border trade and cooperation. The border did not divide anymore, and Lubuskie Province was granted a chance to integrate with European area.

These advantages are used, but still not fully. For instance, the number of border-crossing points and their capacity are still too small. The situation will change after the new terminals (in Świecko and Olszyna) and road checkpoints have been built.

The **border trade** (including bazaars), that developed in the 1990's on the Polish side of the border, was very advantageous for the communes situated near the border. However, it did not bring larger production investments. The trade is now under regress.

The border exchange, and especially service sector on the Polish side, may still be an important factor for the development of local market in the area also after Poland has joined European Union. However, it is necessary to offer professional services, e.g. in medicine and business.

Integration of Poland with the Union and disappearance of the border may bring about a closer cooperation of the region with Brandenburg. An interregional market of labor and services may be formed then as it was observed in many border areas in Western Europe. Such processes may create new and beneficial opportunities for the development of Lubuskie Province.

The positive results of the border suppression may be weakened if a long transitional period for sale of land to foreigners is introduced and European Union limits Poles' access to the labor market.

2.2.2. The axes of the region development: north-south, east-west

Important transport arteries run across the Province, i.e. Pan-European routes Berlin – Poznań – Warsaw and Berlin – Olszyna – Wrocław, Szczecin – Gorzów Wielkopolski – Zielona Góra – Czech border (route # 3), or Kostrzyn – Gorzów Wielkopolski – Gdańsk. They are of great significance for the Province. Road # 3 – “the spine” of the Province – plays a particular role

as it links the two capitals, i.e. Gorzów Wielkopolski and Zielona Góra. The road from Berlin via Poznań to Warsaw is now a transit route. However, it will become more important for the Province in economic aspects after it has been changed into an express way. Adopting the railroad line Berlin – Poznań – Warsaw to high speed may bring the same effects. A train from Berlin may stop as far from the border as Poznań, which – paradoxically - limits the international accessibility of Lubuskie Province.

Other transportation routes are less important for the development of the Province. However, together with the Rivers Oder, Warta and Noteć, and with the airport in Babimost, they may smoothly combine the three types of transportation with terminals.

- Major directions of the development of the Province are determined by its geographic position. The central axis (north-south) links Gorzów Wielkopolski and Zielona Góra. The former is the seat of government authorities whereas the latter is the self-government capital. Zielona Góra is more a cultural and scientific center, and Gorzów Wielkopolski concentrates a significant part of industry of Lubuskie region. A complementary development of the two towns may be expected in the future. In terms of travel time (1.5 hours), the distance of 110 km between the towns is now relatively long. However, an improvement of the standard of road # 3 shall shorten the distance.

Road # 3 opens the access of the Province to the sea and links it with Szczecin, the most important town in northwestern part of Poland. A better connection between the Zachodniopomorskie and Lubuskie Provinces is of mutual interest for both regions. It is also important for the seaside communes as it increases the number of tourists from Lubuskie and Dolnośląskie regions (along road # 3).

The main axis determined by road # 3 should be complemented by a parallel axis (to the West) along the currently border towns that integrate more and more, i.e. Kostrzyn/Kuestrin-Kietz, Słubice/Frankfurt, Gubin/Guben and Łęknica/Bad Muskau. Such a meridian road may also become a tourist route.

The east-west axis is also of great importance. The distance between Gorzów Wielkopolski and Poznań is relatively short (approx. 125 km) but roads ## 3, 24 and 2 are not of good quality. The situation will only partially improve after the A2 express way has been constructed. Zielona Góra has a rather poor connection with Poznań (136 km) along roads ## 3, 25 and 5. In this case, A2 express way shall improve the connection.

The connection between Zielona Góra and Berlin (182 km) will be very good along the express ways A3 and A2. It is shorter (134 km) but poorer roads that lead from Gorzów Wielkopolski to the capital of Germany. Regarding the time of travel, both towns are equally favorably situated.

2.2.3. Neighboring centers

The short distance from **Berlin**, which is becoming a metropolis of European significance is very important for the development of Lubuskie Province. The influence of the town upon Central and Eastern Europe will grow with European Union's expansion to the East.

The analysis of opportunities of Polish towns for metropolitan development indicates that – apart from Warsaw – merely Poznań, Krakow and Wrocław may be taken into consideration in this category, and Łódź and the aggregate of the three neighboring towns of Gdynia, Sopot and Gdańsk in the further perspective. For Lubuskie Province, the future role of Poznań and Wrocław is of major importance. **Poznań**, as the second in Poland (apart from Warsaw) is already considered a center of national importance. The role of Poznań for Lubuskie Province is important within the aspects of international cooperation and foreign investments. The metropolitan potential of **Wrocław** is also significant. Neither of the two metropolitan towns should be considered as competition for the towns of Lubuskie Province as Zielona Góra and Gorzów Wielkopolski belong to a different category of towns and they cannot compete against metropolitan centers. The influence of **Szczecin** is important for the northern part of Lubuskie Province. It is due to the short distance from this town and port to the area of the former Gorzów Wielkopolski Province.

2.3. Region and the Center

Economic and regional policies of the state are one of the most important parts of the surroundings. Currently provinces do not have great possibilities of financing their regional development. Thus, they must use the pre-access funds like SAPARD – for development of rural areas, ISPA – for the development of togetherness and infrastructure, and for natural environment protection, and the regional part of PHARE. It will still be PHARE-CBC, the Polish-German cooperation program that will bring the greatest financial aid for the region (16 – 17 million EUR annually in the years 2000 – 2006) until Poland joins EU.

As assumed in the European Union budget for the years 2000 – 2006 (21 countries), the part assigned for regional development is to amount 36.8% of the EU budget. Approximately 5% may be added as funds for rural areas and agriculture. After Poland has joined EU, the value of the whole structural aid from the Union may reach 4% of GNP, and including our own contribution – 5% of GNP. Thus, should the Union funds for regional development be maintained, from the year 2003 Union and Polish funds would reach on the average 1.84% of GNP annually. The implicit values of regional development financing from EU (without national contribution) would amount: 1,325 MEUR – in 2003, 1,766 MEUR – in 2004, 2,240 MEUR – in 2005, and 2,720 MEUR – in 2006 (assuming Poland becomes a member of the Union in the year 2003).

In the pre-accession period, we will not receive much money for regional development. The funds will mainly come from European Union and they will be centrally shared in Poland. This does not mean that regions will not have any influence upon the situation. One of the forms of such influence upon the government's decisions is the institution of **regional contract**.

Within the relations between central and regional levels of authorities one must mention the **“National Strategy of Regional Development for the Years 2000 – 2000”** (NSRD). Congruency of NSRD goals and the strategy of Lubuskie Province development may be the basis for applying for governmental and aid funds, and for execution of contracts between the government and the region.

1. Brief SWOT analysis

The results of SWOT analysis presented here concern only the most important aspects of four major development challenges. The weak and strong points are related to the nearest vicinity of Lubuskie Province, i.e. Brandenburg and the adjoining provinces.

The SWOT analysis includes two stages, i.e. analysis of *status quo* (strong and weak points) and analysis of probable future conditions (chances and jeopardy or possibilities and barriers). Synthetic results of the analysis for Lubuskie Province are presented below.

3.1. Strong and weak points of the region

Infrastructure

STRONG POINTS	WEAK POINTS
<ul style="list-style-type: none">• Dense road network• National roads and 40% of other roads adopted to higher loads• Advanced works on cross-border connections• Trunk railroad lines running through the region• Good parameters of Babimost airport• Airfield in the vicinity• Development of cellular telephony• Rapid increase of the number of telephone users• Possibility of great gas supplies from local sources and from transit pipelines• Programs of extension and construction of joint production of electrical power and heat sources• Construction and modernization of hydro-electric power stations	<ul style="list-style-type: none">• Low technical parameters that do not meet EU standards• Lack of ring roads in many towns• Lack of bridges to enlarge the number of border crossing points and connections with other areas of Poland• Depreciation of railroad network and its bad technical condition• Competition from the neighboring airports in Berlin and Poznań• Low profitability of maintaining regular air connections• Poor technical infrastructure in villages and poor reclamation equipment• Not modern network impeding teleinformation connections• Poorly developed natural gas distribution grid• Local sources of electrical power do not satisfy the demand

<ul style="list-style-type: none"> • Large interest of companies in involvement and investments in energy industry 	<ul style="list-style-type: none"> • Poor technical condition of a part of power infrastructure which impedes application of energy-saving, highly efficient, and environment friendly technologies.
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Education

STRONG POINTS	WEAK POINTS
<ul style="list-style-type: none"> • Even network of primary schools • Development of university centers • Viadrina European University Frankfurt/Ślubice 	<ul style="list-style-type: none"> • Low number of persons with university education • Too high a rate of technical schools • Unsatisfactory number of researchers with higher degrees in some fields • Lack of such education possibilities as law and economy

Natural environment and culture

STRONG POINTS	WEAK POINTS
<ul style="list-style-type: none"> • Improvement of surface water quality • Low air pollution • Attractive natural resources, lakes, forests, landscape parks • Good sewage systems in majority of towns • Numerous investments in environment protection to reduce pollution • large number of characteristic and unique places and buildings (sacral buildings, historical places, natural beauty) 	<ul style="list-style-type: none"> • Increase of exhaustive fumes rate and noise pressure due to heavy transit traffic and growing motorization • Lack of complex solutions in waste management • Lack of complex solutions in sewage systems in rural areas • Poor coordination of environment protection and business activities • Poor condition of numerous historical monuments

Business

STRONG POINTS	WEAK POINTS
<ul style="list-style-type: none">• Well expanded private sector• Large number of banks• Enterprise traditions• Developed export potential• High inflow of foreign capital• Vicinity of large marketing outlets• High activity of some local self-governments• Active institutions supporting enterprise and cross-border cooperation• Large expansion of food and farming companies outside the Province	<ul style="list-style-type: none">• Lack of bank headquarters• Low rate of advanced technologies• Old fashioned technologies in farming and food processing• Domination of foreign partners that are technologically stronger and have higher capital• Very difficult economic situation of some rural areas and towns• Shortage of capital for farming development

Tourism

STRONG POINTS	WEAK POINTS
<ul style="list-style-type: none">• Unique landscapes and natural beauty• Precious architectural monuments• Easy access for foreign visitors and tourists from other provinces• Leisure centers (horse riding facilities, hunting services)• Resources to be used for Polish-German tourism	<ul style="list-style-type: none">• Poorly developed tourist facilities of low standard• Poor preparation of lakes and rivers for the purposes of tourism• Poor facilities for special tourism forms (canoeing, sailing)• Poor condition of many historical monuments• Lack of tourism product shaped so far• Tourist information not fully developed

3.2. Possibilities and limitations for development

3.2.1. External aspects

POSSIBILITIES	LIMITATIONS
<ul style="list-style-type: none">• Development supporting policy of the state• Significant increase of participation of provinces in the income of the state (decentralizing of public finances)• Inflow of aid funds• Widespread contracts between government and regions• Market conditions in European Union• Direct inflow of foreign investments• Good cross-border cooperation	<ul style="list-style-type: none">• Strong limitations of the budget• Low participation of provinces in the income of the state• Domination of governmental agencies• Economic stagnation in the Union and in Germany• Delayed integration of Poland into European Union• Lack of capital inflow• Foreign partners' will to use mainly simple resources of the region

3.2.2. Internal aspects

<p style="text-align: center;">POSSIBILITIES</p>	<p style="text-align: center;">JEOPARDY</p>
<ul style="list-style-type: none"> • Good cooperation of elite groups, especially from Zielona Góra and Gorzów Wielkopolski • Cooperation within <i>the duopolis</i> • Good cooperation between communes • Soon establishing of strong and skilful agencies for regional development (Lubuskie Center for Technology Transfer, Lubuskie Agency for Tourism Development, Lubuskie Center for European Integration, Lubuskie “Business Link”) • Social alerting of creative groups and groups that affect opinions • Involvement and cooperation of entrepreneurs • Smooth establishment of Lubuskie University and improvement of the level of research and teaching at university schools in the region • Close cooperation between business and research bodies in the region • Improvement of technological advancement of local companies, their innovation absorption capability and avoiding stable domination of foreign partners • Strengthening of local centers of accelerated modernization of economy 	<ul style="list-style-type: none"> • lack of agreement between elite groups, especially from Zielona Góra and Gorzów Wielkopolski • Particularism of communes, academic environment, entrepreneurs • Decision inertia at various levels of authorities • Slow development of institutional surroundings of regional development • Less and less importance of some towns and rural areas

1. Development challenges for Lubuskie region

Formulating developmental challenges of the region must take into consideration its location on the map of Poland.

As compared to other provinces, Lubuskie Province has a low density of population (14th place in Poland), quite high urbanization rate (6th place) and favorable demographic structure – the ratios of pre-production and production age groups to the total population belong to the highest ones (generally 3rd place).

As for the condition of natural environment, the Province has a high rank in Poland, it disposes relatively little sewage (15th place) and slightly pollutes air (generally 3rd place).

Economic ratios are worse. The region takes 10th place in added value per capita, and 8th place in Poland per worker. The Province has a high rate of employment and added value (4th place) in the sector of services.

The rate of employment in industry and engineering in the region is also higher than the national average (7th place). The unemployment rate is significantly higher than the national average (2nd – 3rd place). The region has 4th place as for ratio of the number of business entities to the population.

The economy of Lubuskie Province is more export oriented than elsewhere in Poland. The Province takes 3rd place in export per capita (759 USD in 1997), and first for export to European Union countries per capita (682 USD). Foreign capital inflow is higher than the national average (2nd place in Poland as related to population size). Small companies with German capital participation are most common in the region.

Investment expenses have been recently lower than the national average (8th place), and the expenses for research and development gave the region the penultimate (15) place.

The Province has very diversified conditions for farming development. Majority of soils is in low classes (V and VI) which practically do not allow profitable production. The ratio of production valorization slightly exceeds 60 points and is the lowest in Poland. Farming in the region achieves average results measured as final product per employed person (7th place), however, it is the last (16) in final product per hectare of arable land. On the other hand, the region takes a high (6) place in Poland in production of goods per hectare. The ratio of farms that produce mainly or exclusively for sale is low (13th place). The ratio of persons employed in farming and forestry to the general number of the employed is positive, i.e. 18%, whereas it is 27% for Poland.

Average monthly salary gives the Province 13th place, so does telephone number, secondary schooling ratios are average (9th place in Poland).

To sum up, as for the economic and social potential, Lubuskie Province belongs to the weaker region of Poland. From the point of view of ratios calculated for the population size or other appropriate reference values, Lubuskie Province has achieved an average level of economic growth and standards of living. The percentage of persons with university education is lower than the average, and the percentage of persons with secondary education is slightly higher. There is not a big city. However, medium and small towns are well developed. Lubuskie Province is one of the most open regions to foreign relations, especially with European Union (through Germany).

The region is closely linked with foreign countries, it has relatively clean environment and very favorable geographic position as well as relatively low internal diversification.

The assessment of the situation of Lubuskie Province as compared with Poland, and considering internal and external conditions for its development allows to formulate the most important development challenges.

Challenge 1:

ENSURING TERRITORIAL, ECONOMIC AND SOCIAL CONSISTENCY OF THE REGION

Challenge 2:

IMPROVEMENT OF EDUCATION LEVEL OF THE POPULATION AND INCREASING INNOVATION POTENTIAL OF SCIENCE AND ECONOMY

Challenge 3:

ENTERPRISE DEVELOPMENT

Challenge 4:

EFFECTIVE USE OF NATURAL AND CULTURAL RESOURCES

The four above mentioned main developmental challenges form the **axes of strategy** upon which precise activity should be based.

Ensuring territorial, economic and social consistency of the region indicates the development of technical infrastructure, modernization of rural areas and interregional cooperation. Such cooperation not only strengthens the internal consistency of the region, but

also intensifies its links to European area. Modernization of rural areas does not pertain to farming only, but the whole realm of social and economic life of their inhabitants. Strengthening of the consistency of the region will bring positive social effects, i.e. increase in mobility (migration, commuting to work). Thank to better communication access and improved infrastructure, modernization of rural areas shall enhance health condition and wealth of their population.

Improving the level of education of the society and enhancing innovation level of science and business will bring about better and better preparation of the population (especially youth) and educational/research facilities for functioning in the contemporary, knowledge-absorptive economy.

Education of society is of great importance for the region. With growing globalization and competition, education is not only one of the most important aspects of development but it also creates a chance for a good job and welfare of families.

Enterprise development is a wide range of activities that support business and create regional innovation networks in cooperation of companies with university schools. The self-government of the Province should support the transfer of research achievements from universities to companies, which – mainly thank to such contacts – may enhance their technological advancement. Restructuring and reorienting of goods manufacturing farms and food processing companies should also be supported.

Enterprise development means accomplishment of important social goals, i.e. creating new jobs and reducing unemployment, increasing wealth of the inhabitants, increase in the global amount of taxes that heighten expenditures for social, educational and cultural purposes.

Effective use of natural and cultural resources means above all development of tourism, cultural, health and sport services, which allows employment for young people, especially from rural areas. The strategy of the Province should be carried out in cooperation with Lubuskie Euroregions, and take into account the achievements of the program of “Sustainable Development in Sprewa-Nysa-Bóbr Euroregion”.

Reasonable use of the resources requires also protection of water against pollution, further reduction of air pollution, more effective anti-flood protection, rationalizing solid waste management, protection and enlargement of natural beauty areas, reasonable use of forests, and implementing European standards for environment protection.

Accomplishment of the four main developmental challenges should support creating favorable conditions for investors and inhabitants of the Province.

IMAGE OF LUBUSKIE PROVINCE IN 10 YEARS

Lubuskie Province has used well the natural advantages and its good geographic position in the united Europe. Economy develops rapidly, technical infrastructure is being improved, new and attractive jobs are being formed. Standard of living is improving through the access to the wide range of public services, i.e. communication, education, health care, culture, leisure, and through enhanced safety of inhabitants.

First of all, thank to European funds, road infrastructure has been significantly improved. Zielona Góra has been connected with Gorzów Wielkopolski with a safe express way, and both these cities have connections with Szczecin and Wrocław. As early as in 2004 the ring road for Gorzów Wielkopolski was completed. Access roads to border crossing points and roads leading from Gorzów Wielkopolski and Zielona Góra to Wielkopolska Region have been modernized. Motorways A2 and A12 provide for growth of services (hotels, restaurants, fuel stations, etc.) in their vicinity as well as for establishing new companies, including those with participation of foreign capital. A few new border crossing points were opened in the initial period of the strategy accomplishment after bridges over the Nysa and Oder Rivers had been built. This intensified cross-border cooperation. Thank to the better permeability of the border (which was later opened, after the access to the Union), rapid growth improvement of technological level of small and medium companies was possible. The companies now cooperate with large and modern organizations in Poland and Germany.

Lubuskie University, located in two campuses in Zielona Góra and Gorzów Wielkopolski, guarantees a high level of education. The academy has been united with Viadrina European University. The number of research teams of strong position in Polish and international science is growing and they closely cooperate with business organizations.

Polish and foreign tourists admire the renovated centers of Zielona Góra and Gorzów Wielkopolski, and other towns. Clear signs that comply with European standards facilitate the access to tourist attractions of the region. (Lubuskie Province was the first in Poland to accomplish a pilot program for tourist signs.) Well-developed tourist facilities of diversified standards (hotels, pensions, camping sites and rural tourist centers) receive guests from Poland, Germany and other countries. The tourists benefit from hundreds of kilometers of well-marked (and described in guidebooks) forest lanes for cycling and horse-riding. Some tourists use air transportation as Babimost airport receives charter flights. Small airplanes take passengers from Babimost to airports in Berlin and Warsaw. Regular cultural events and specialized trade shows are organized for tourists. More and more villages for pensioners are built in very attractive areas.

Natural environment of the region has improved significantly thank to construction of more sewage treatment plants and extension of sewerage system, especially in rural areas. It is also due to modernization of industrial plants. Regulation of rivers together with modernization of technical infrastructure has significantly improved the standards of anti-flood protection.

Agriculture plays smaller and smaller role in the economy of the region. Many farmers have found jobs in the sector of services, which has grown significantly. Large, goods-manufacturing farms successfully compete in domestic and foreign markets offering high

quality foods.

About the year 2003, a few companies were established by employees of Zielona Góra Technical University. They initialized the Lubuskie Technological Park. Thank to Lubuskie Center for Technology Transfer, the technological level of small and medium companies has improved to a great extent. A few years of activities of the Center have provided for modernization and better competitiveness of Lubuskie economy.

Lubuskie Province is considered the leading one in gaining European funds. Regional Office in Brussels works efficiently, and representatives of the Province are active in European Regions Committee. Centers of European education and information work in Lubuskie Province. They train representatives of other Polish and Central-European regions in practical issues concerning cross-border cooperation.

The development strategy of the Province concerns only objectives on the regional scale and it does not include development issues of communes except for those which are of regional importance. Strategic goals do not cover current tasks of the Governor's Office and other bodies (government administration, commune and county self-governments, regional agencies, non-governmental organizations or private companies). The tasks are very important, however, for the accomplishment of the development strategy of the region and for the assessment of the Province self-government activity efficiency. These tasks are as follows:

Within the scope of **technical and municipal infrastructure**:

- ensuring modern telecommunication system,
- intensification of housing construction and improvement of municipal infrastructure.

Within the scope of **environment protection**:

- improvement of anti-flood protection efficiency,
- wildlife protection, reasonable use of forests and enlarging areas of high natural values (with the intention to establish a national park),
- implementing European standards for environment protection.

Within the scope of **culture**:

- benefiting from cultural heritage of the region (managing historical monuments),
- reasonable managing the potential of cultural institutions,
- organizing and promotion of regional, national and international events, with a special focus upon cultural cross-border cooperation,

- integration of regional community based on tradition (associated with the notion of Lubuskie Region) and cultural diversity,
- creating strong centers of Polish culture in order to strengthen national identity of the Lubuskie inhabitants.

Within the scope of **physical culture and sport**:

- mass sports promotion, especially among youth and children,
- supporting the leading disciplines of sports.

Within the activities for efficient **social policy and improvement in public safety**:

- improvement of health condition of the population,
- modernization and reasonable use of health care facilities,
- improvement of social welfare system, including establishing an efficient system of rehabilitation for challenged persons,
- neutralizing the phenomenon of unemployment,
- limiting social pathologies,
- reduction of negative results of border location and transit nature of the region for the population,
- working out a program of restructuring the health care system.

5. Sets of strategic actions

On the grounds of the goals of the region development and assessment of its strong and weak points as well as the chances and threats, precise actions may be identified. They are listed below and developed in the form of **strategic action cards**.

Main goals		
1. Ensuring territorial, economic and social consistency of the region	2. Enhancing the level of education of the community and strengthening innovation potential of science and economy	3. Development of enterprise
Objectives		
1.1 Ensuring efficient	2.1 Enhancing the level of	3.1 Active economic promotion

communication system	education for senior high schools and universities	and gaining investors
1.2. Using conditions for the development of air transportation	2.2. Adopting education to the needs of the labor market and conditions implied by the integration process	3.2. Creating a regional system of support for innovations and technology transfer
1.3. Improvement and enlargement of technical, municipal and social infrastructure	2.3. Leveling educational opportunities for children and youth	3.3. Development of institutional and capital surroundings of business
1.4. Comprehensive cross-border and interregional cooperation	2.4. Strengthening and stabilizing of research staff; development of research basis of Lubuskie university schools	3.4. Non-farming development of rural areas
1.5. Achieving high skills to use European Union funds	2.5. Establishing Lubuskie University and strengthening the network of universities	3.5. Restructuring and reorienting of goods manufacturing farms and food processing plants

Goal 1 - Ensuring territorial, economic and social consistency of the region

1.1.

Main goal 1	Ensuring territorial, economic and social consistency of the region
Objective 1.1.	Ensuring an efficient communication system
Objective description	To create a full and efficient communication system in the Province. The system must ensure good and safe connections of the region with Poland and abroad, and it must appropriately serve the cross-border and regional traffic, and mass transportation.
Actions	<ul style="list-style-type: none"> • Modernization of road #3 as an express road • Construction of ring roads of towns along the most important roads on the basis of the criteria of traffic intensity and size of

	<p>towns</p> <ul style="list-style-type: none"> • Adopting the road network to A2 and A12 motorways in accordance with the government program and along the international routes • Modernization of access roads leading to border crossing points • Granting priority to modernization works on other roads among infrastructure improvement actions, which shall enhance the technical parameters of roads • Improvement of traffic safety through elimination of dangerous places along roads • Construction of necessary bridges as per government-region contracts or with the use of aid funds • Actions leading to more intensive use of railroads and water ways for passenger and freight transportation
Results	<ul style="list-style-type: none"> • Efficient, safer and environment friendly system of public roads • Providing the region with communication system consistent with the countries of European Union • Integration of numerous functions of Zielona Góra and Gorzów Wielkopolski
Participating bodies	<ul style="list-style-type: none"> • Self-governments of towns, communes and counties • Neighboring provinces • South-Western Branch of the General Management of Public Roads • Provincial Road Management
Sources of funds	<ul style="list-style-type: none"> • Budgets of: the state; self-governments of the Province, towns, communes and counties • World Bank • European Bank for Restructuring and Development • PHARE • Pre-accession and structural funds of the Union

<p>Tasks</p>	<ul style="list-style-type: none"> • Construction of express road #3: Szczecin – Gorzów Wielkopolski – Zielona Góra – Lubawka • Adopting road system to the government program of motorway construction, including motorway A-2: Świecko – Poznań, and A-12: Olszyna – Wrocław • Modernization of the roads: Kostrzyn – Gorzów Wielkopolski – Wałcz, Zielona Góra – Milsko (bridge over the Oder) and towards Kalisz • Modernization and construction of the border road along the Nysa and Oder Rivers • Construction of border crossing points: Zasieki-Forst, Urad-Eisenhüttenstad, Łęknica-Krauschwitz • Adopting the parameters (width, strength, load capacity and surface smoothness) of the most important regional and national roads to European requirements • Construction of bridges over the Nysa and Oder Rivers where they were destroyed during the war
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1.2.

Main goal 1	Ensuring territorial, economic and social consistency of the region
Objective 1.2.	Using conditions for the development of air transportation
Objective description	Economic use of Babimost airport and starting regular and charter air communication. Using small airports near Zielona Góra (Przylep) and Gorzów Wielkopolski for environment protection, tourism and sports purposes.
Actions	<ul style="list-style-type: none"> • Opening air communication with Warsaw and, possibly, with Berlin • Adopting the concept of Babimost airport to the development strategy of the region • Supporting the actions to open a small airport near Gorzów Wielkopolski, and to modernize the Babimost airport
Results	<ul style="list-style-type: none"> • Air communication of the region with Warsaw • Possibility to introduce charter connections with other countries of Europe • Significant shortening of travel time
Participating bodies	<ul style="list-style-type: none"> • EuroLot Warsaw • <i>PP Porty Lotnicze Warszawa</i> [Airports of Warsaw] • Self-government of the Province • Communes and counties • Lubuskie Voivode

	<ul style="list-style-type: none"> • Business organizations
Sources of funds	<ul style="list-style-type: none"> • Budget of the self-government of the Province • Other bodies, e.g. banks, large organizations
Tasks/projects	<ul style="list-style-type: none"> • Modernization of passenger and cargo terminals • Modernization of light and navigation systems • Wide promotion and information action

1.3.

Main goal 1	Ensuring territorial, economic and social consistency of the region
Objective 1.3.	Improvement and enlargement of technical, municipal and social infrastructure
Objective	Extension of the infrastructure shall facilitate business activities, enhance the attractiveness of many areas of the region, reduce harmful effects upon the environment and will not limit tourist and ecological

description	potential of the region.
Actions	<p>Concentration of means and resources to hasten the technical infrastructure development, i.e. such actions as:</p> <ul style="list-style-type: none"> • Construction and modernization of water intakes, water piping, sewerage systems, sewage treatment plants, waste dumps and utilization of waste (especially in rural areas) • Construction and modernization of communication facilities • Optimizing the development of power infrastructure in the Province (networks of electrical power, gas, heat) • Construction and modernization of facilities to use local power resources (especially gas) and recoverable energy sources • Promoting reasonable use of energy, including thermal modernization of buildings • Development of modern telecommunication network for multimedia purposes to ensure efficient and multi-purpose information exchange according to European standards • Ensuring financial measures for development of social infrastructure as the basis for maintaining national awareness and strengthening regional identity • Support and aid in self-organizing of inhabitants as the necessary social partner in economic and social decision making • Ensuring chances for education and counseling for the organizations that are being established
Results	<ul style="list-style-type: none"> • Improvement of work and living standards of the population • Enhancing attractiveness of rural areas for non-farming investments • Improvement of environment condition; protection and maintenance of cultural heritage
Participating bodies	<ul style="list-style-type: none"> • Private investors and public utilities • Economic and territorial self-governments • Agency for Restructuring and Modernization of Agriculture
Sources of funds	<ul style="list-style-type: none"> • Own funds from investors • Public funds, including self-government budgets • Aid funds, including pre-accession funds from EU
Tasks/projects	<ul style="list-style-type: none"> • SAPARD Program • Projects: “Development and improvement of rural infrastructure” and “Renovation and development of rural areas, protection and maintenance of rural heritage” • ISPA, PHARE and PHARE-CBC Programs

1.4.

Main goal 1	Ensuring territorial, economic and social consistency of the region
Objective 1.4.	Comprehensive cross-border and interregional cooperation
Objective description	<p>Strengthening of the structures of cross-border cooperation, especially of the Euroregions Pro Europa Viadrina and Sprewa-Nysa-Bóbr</p> <p>Development of good-neighborly relations with Brandenburg, Berlin and Saxony, and with other European regions</p> <p>Cooperation with the neighboring provinces</p>
Actions	<ul style="list-style-type: none"> • Cooperation with Brandenburg; accomplishment of PAHER CBC and INTERREG Programs • Supporting cooperation of companies on both sides of the border • Supporting direct cross-border contacts between institutions and non-governmental organizations within the scope of social and economic life • Accomplishment of Polish-German activities within the fund for small Euroregional projects • Cooperation with other regions within the use of European funds • Accomplishment (together with the neighboring provinces) of over-regional programs and projects • Cross-border cooperation with Brandenburg in case of disasters
Results	<ul style="list-style-type: none"> • Possibility of easier use of European funds • Territorial consistency with European structures • Permanent European integration and fast adoption to European standards • Improvement of standards of living of the population and their safety • Breaking stereotypes that function on both sides of the border • Increase of competitiveness of companies and modern technology transfer
Participating bodies	<ul style="list-style-type: none"> • Euroregions • Local self-governments • Government administration • Neighboring and partner regions • Cultural and social institutions, business surrounding institutions and chambers of commerce
Sources of funds	<ul style="list-style-type: none"> • Province self-government budget

	<ul style="list-style-type: none"> • State budget • Euroregions • Foreign partners • European Union funds
Tasks/projects	<ul style="list-style-type: none"> • Partnership cooperation with Brandenburg • The pilot program “Sustainable Development in Sprewa-Nysa-Bóbr Euroregion” • Creating centers for European education and information • “Pro Europa Viadrina” a concept of activity and development of the Euroregion 2000 – 2006 • Ślubice – Frankfurt strategy 2003

1.5.

Main goal 1	Ensuring territorial, economic and social consistency of the region
Objective 1.5.	Achieving high skills to use European Union funds
Objective description	Effective absorption of European funds by self-governments, institutions, organizations and business entities of the region.
Actions	<ul style="list-style-type: none"> • Cooperation with German neighbors in working out planning documents, operating programs and projects on the both sides of the border as the basis for obtaining funds from EU • Self-government and government administration support for Euroregions (Pro Europa Viadrina and Sprewa-Nysa-Bóbr) and other institutions and organizations acting for European integration and international cooperation • Establishment a team for European funds in the Governor’s Office • Training local staff of experts for obtaining EU funds and funds from other external sources • Establishing a representation of Lubuskie Province in Brussels (possibly in cooperation with other regions)
Results	<ul style="list-style-type: none"> • Shaping awareness of benefits brought by Poland’s integration with EU structures among local self-governments and other regional institutions and organizations • Preparation of staff to obtain EU funds and accomplish tasks with the use of the funds • Easy access to information in Brussels and strong lobbying for the region
Participating	<ul style="list-style-type: none"> • Self-governments

bodies	<ul style="list-style-type: none"> • Euroregions • the Voivode • Regional institutions, non-governmental organizations • Business entities
Sources of funds	<ul style="list-style-type: none"> • PHARE-INRED, SPP Programs and other EU funds • Self-government budget of the Province
Tasks/projects	<ul style="list-style-type: none"> • PHARE-INRED Program: “Training and counseling services in the process of strategy development creation for new provinces”

Goal 2 - Enhancing the level of education of the community and strengthening innovation potential of science and economy

2.1.

Main goal 2	Enhancing the level of education of the community and strengthening innovation potential of science and economy
Objective 2.1.	Enhancing the level of education for senior high schools and universities

Objective description	Providing the youth with opportunities to study at the level of senior high schools and universities according to young people's predisposition and motivation (a developed school network with the prevalence of general secondary schools)
Actions	<ul style="list-style-type: none"> • Change in senior high school structure • Extending the opportunities to gain secondary education through permanent education forms • Creating favorable conditions and climate for non-public schools • Ensuring wide variety of education offer • Ensuring vertical and horizontal transfer at all the levels of education in the Province • Enhancing the level of foreign language teaching • Support for educational efforts among youth from the social margin and dependent on social aid (see Objective 2.3.) • Cultural education of children and youth
Results	<ul style="list-style-type: none"> • Change in the structure of senior high school education • Increase of schooling rate in senior high schools and universities of the region
Participating bodies	<ul style="list-style-type: none"> • Territorial self-governments • Education Superintendent's Office • Legal and natural persons connected with education • Universities, schools and educational bodies
Sources of funds	<ul style="list-style-type: none"> • The state budget • The budget of the self-government of the Province • Foundations
Tasks/projects	<ul style="list-style-type: none"> • Developing a concept of senior high school education in the Province • Strengthening the existing schools

2.2.

Main goal 2Objective 2.2.	Adopting education to the needs of the labor market and conditions implied by the integration process
Objective description	Linking the educational system with the conditions of integration with EU and labor market requirements.
Actions	<ul style="list-style-type: none"> • Adopting education goals to the changing structure of economy (including education for service sector) • Developing permanent forms of education for adults and training in professional reorienting (including the unemployed) • Preferences for the ways and directions of education adopted to the present labor market (e.g. ability to change qualifications or permanent education) • Creating an efficient system of job counseling at all the levels of education • Shaping integrated research and didactic programs at Lubuskie university schools in connection with the economy of the region and the system of teachers' training • Support for university studies abroad in the form of scholarships and international agreements • Training of public administration staff and other persons involved in regional policy for functioning within EU
Results	<ul style="list-style-type: none"> • Lower rates of unemployment among graduates • Better skills and professional mobility of the employed • Enhancing attractiveness of the region as a business location
Participating bodies	<ul style="list-style-type: none"> • Territorial self-governments • Employers' organizations • Educational bodies within economic self-governments • Schools and universities
Sources of funds	<ul style="list-style-type: none"> • The state budget • The budget of the self-government of the Province • Employers' and economic self-governments' funds
Tasks/projects	<ul style="list-style-type: none"> • Preparation of the concept of modernization of education directions and the assumptions for new vocational counseling

2.3.

Main goal 2	Enhancing the level of education of the community and strengthening innovation potential of science and economy
Objective 2.3.	Leveling educational opportunities for children and youth
Objective description	Creating opportunities for gaining secondary and university education among children and youth from rural areas, small towns, culturally neglected groups, poor families and among those with developmental disorders
Actions	<ul style="list-style-type: none"> • Creating a system of scholarships and boarding schools to widen the access to secondary and university schools for all the persons that have such aspirations and predisposition • Support for initiatives concerning children and youth that require special help and care in their local environment • Creating material and technical conditions that allow leveling developmental chances for children and youth in local environments of diversified standards of living • Creating conditions for the development of integrated education
Results	<ul style="list-style-type: none"> • Increasing the number of children and youth from rural areas, small towns, culturally neglected groups and poor families in the population of graduates from various schools
Participating bodies	<ul style="list-style-type: none"> • The Voivode's Office (Education Superintendent) • Territorial self-governments • The State Fund for Rehabilitation of Challenged Persons • Social Welfare Centers
Sources of funds	<ul style="list-style-type: none"> • The state budget • Social Welfare Centers • Budget of the self-government of the Province • Budgets of communes

	<ul style="list-style-type: none"> • Special funds for rehabilitation of challenged persons
Tasks/projects	<ul style="list-style-type: none"> • Creating an efficient system of scholarships • Coordination of actions directed to leveling chances of disfunctional children and those coming from neglected groups

2.4.

Main goal 2	Enhancing the level of education of the community and strengthening innovation potential of science and economy
Objective 2.4.	Strengthening and stabilizing of research staff; development of research basis of Lubuskie university schools
Objective description	Creating material and organizational conditions for development of research and didactic staff, and for modernization of the basis of Lubuskie university schools
Actions	<ul style="list-style-type: none"> • Promotion of research output of the region's environment to the national and international scale through organizing national and international scientific conferences • Modernization and expansion of material and research basis of the existing university schools • Developing cooperation with foreign partners, especially with universities from Brandenburg • Creating conditions for establishing non-public university

	schools in the region
Results	<ul style="list-style-type: none"> • Support for those research fields whose effects are comparable with the strongest academic centers • Establishing more non-public university schools
Participating bodies	<ul style="list-style-type: none"> • University schools • Government administration • Self-government of the Province • Self-governments of Zielona Góra and Gorzów Wielkopolski
Sources of funds	<ul style="list-style-type: none"> • The state budget • Grants from Research Committee • University schools funds • The budget of the self-government of the Province • Budgets of the Towns of Zielona Góra and Gorzów Wielkopolski
Tasks/projects	<ul style="list-style-type: none"> • Supporting university schools in gaining a significant position in Polish and worldwide science • Development of research and didactic staff

Main goal 2	Enhancing the level of education of the community and strengthening innovation potential of science and economy
Objective 2.4.	Establishing Lubuskie University and strengthening the network of universities
Objective description	Establishing Lubuskie University as a strong university school with full academic status; close cooperation with Viadrina University; development of other university schools in the region
Actions	<ul style="list-style-type: none"> • Taking organizational, legal, financial and social actions (apartments for professors and dormitories) directed to opening Lubuskie University • Contacts with the authorities of Viadrina University of Frankfurt and Collegium Polonicum in Słubice; closer scientific and didactic cooperation • Support for cooperation of Lubuskie university schools with other academic centers, especially in Poznań, Wrocław and Szczecin
Results	<ul style="list-style-type: none"> • Establishing Lubuskie University based upon Pedagogical University in Zielona Góra and other university schools in the region • Opening modern campuses in Zielona Góra and Gorzów Wielkopolski
Participating bodies	<ul style="list-style-type: none"> • University schools • Self-governments of the Province, Zielona Góra and Gorzów Wielkopolski • The Voivode's Office • Associations • Viadrina University • Legal and natural persons connected with education
Sources of funds	<ul style="list-style-type: none"> • The state budget • The budget of the self-government of the Province • Budgets of Zielona Góra and Gorzów Wielkopolski • Foundations • PAHER CBC Fund
Tasks/projects	<ul style="list-style-type: none"> • Establishing Lubuskie University

Goal 3 – Development of enterprise

3.1.

Main goal 3	Development of enterprise
Objective 3.1.	Active economic promotion and gaining investors
Objective description	Ensuring conditions for permanent promotion of the economy of the Province. Establishing a unified business information system for various groups of partners. Strengthening the existing organizational structures that support cross-border cooperation of companies and creating new structures.
Actions	<ul style="list-style-type: none">• Organizing trade shows and cooperation meetings of over-regional nature• Creating regional counseling and information centers linked to Internet web for current and systematic analyses of external information and promoting the information in the region• Developing a complete program of the region promotion and spreading the program in multimedia form (including Internet web)• Creating a cross-border network of information, marketing and investment acquisition• Preparing consistent and interrelated thematic modules of information in various language versions depending on needs and presentation site• Building and updating the system of information about the region• Economic promotion of the Province with the use of the Kostrzyn-Słubice Special Economic Zone• Support for cooperation of border areas and Brandenburg and

	Lubuskie Province companies
Results	<ul style="list-style-type: none"> • Increasing capital inflow • Avoiding obstacles in economic exchange between the Province and neighboring regions (including those on the other bank of the Oder) • Creating a positive image of the whole region as an area of high investment attractiveness • Contacting new companies from various countries • Increasing investment attractiveness of the region due to the possibility of activities on two markets, i.e. Poland and Germany • Possession of actual and professional tools and instruments of promotion which will facilitate a comprehensive and multi-media marketing of the region • Possession of actual data base concerning the area for the purposes of environment protection, geodesy and land planning, and, consequently, for the needs of investors

Participating bodies	<ul style="list-style-type: none"> • Regional authorities • Local self-governments • Regional institutions and agencies • Non-governmental organizations • Regional media • Professional commercial bodies (advertisement agencies, public relations organizations) • Diplomatic offices abroad (chambers of commerce) • Kostrzyn-Słubice Special Economic Zone
Sources of funds	<ul style="list-style-type: none"> • The budget of the self-government of the Province • Budgets of communes • Economy Support Society • Regional development agencies

	<ul style="list-style-type: none"> • Business entities • Business supporting bodies • EU funds
Tasks/projects	<ul style="list-style-type: none"> • Over-regional trade shows • Elaborating a professional presentation of the region in Internet • Creating a data base concerning real estate (land, buildings, industrial and trade facilities) facilitating prompt preparation of offers for potential investors • Multi-media presentation of the region (folder, video presentation, CD-ROM) • Preparation of digital topographic maps for the needs of environment protection and land planning

Main goal 3	Development of enterprise
Objective 3.2.	Creating a regional system of support for innovations and technology transfer
Objective description	Establishing the Lubuskie center for technology transfer whose aim will be to bind companies and research organizations, to inform about inventions and patents, to support know-how transfer and implementations. Cooperation with the neighboring regions in creating a common system of innovation transfer.
Actions	<ul style="list-style-type: none"> • To inform companies about new technologies and sources of gaining them • Joint Lubuskie and Brandenburg projects of technology transfer centers • Support in receiving Polish and international patents • Counseling oriented to introducing inventions and research findings into the market • Organizing trade shows for inventions and research-technical findings • Periodical awarding of authors (companies) of leading solutions with prestige awards and preferential forms of support (e.g. grants)
Results	<ul style="list-style-type: none"> • Creating synergy effects (applying potentials and know-how of various research institutions) • Enhancing technological level of local companies • Improving competitiveness of small and medium businesses from the Polish-German border area • Increase of partnership attractiveness of cooperation with local companies • Contracting university schools and research institutions with business orders • Mobilization of funds for research and development
Participating bodies	<ul style="list-style-type: none"> • University schools and research institutes • Self-government bodies (commercial and industrial chambers, craftsmanship guilds, employers' organizations) • Regional and local self-government • Institutions and organizations supporting economic growth (Business Support Society, agencies, consulting companies) • Professional associations and organizations • Euroregions • National institutions supporting technology transfer and development of small and medium businesses (e.g. Technology and Technique Agency, Agency for Development of Small and Medium Businesses) • Technical and professional associations and organizations

Sources of funds	<ul style="list-style-type: none"> • Province self-government budget • Budgets of communes • University schools • Business Support Society • Regional development agencies • Business bodies • Business surrounding institutions • EU funds
Tasks/projects	<ul style="list-style-type: none"> • 5th Frame Program of EU • Joint undertakings of companies and university schools • Over-regional trade shows of research and technological thought

3.3.

Main goal 3	Development of enterprise
Objective 3.3.	Development of institutional and capital surroundings of business
Objective description	Strengthening of the existing and the new financial institutions and the business surrounding institutions
Actions	<ul style="list-style-type: none">• Creating and development of financial aid institutions for small and medium businesses (credit guarantee fund, investment fund, venture capital)• Creating regional society for mutual insurance• Supporting cross-border cooperation among business surrounding institutions• Creating pilot counseling centers as “Business Link” in two or three towns• Strengthening of regional development agencies as the institutions promoting the region, implementing numerous programs for support of enterprise, regional and local development, counseling and training• Strengthening regional business self-government• Establishing Lubuskie Center for Trade Shows and Exhibitions

	in Gorzów on the grounds of the experience of the Regional Self-Government Organization
Results	<ul style="list-style-type: none"> • Increase of investments in the region • Improvement in the competitiveness of small and medium businesses • Improving investment attractiveness of the region • Widening the scope and efficacy of actions directed to gaining partners important for the region • Accumulation of funds that are necessary for dynamic development • Increase of intensity of economic relations with Poznań, Szczecin and Wrocław, and with Germany (especially with Berlin and eastern Brandenburg), and other EU countries
Participating bodies	<ul style="list-style-type: none"> • Lubuskie Economic Parliament • Regional Development Agencies in Zielona Góra and Gorzów Wielkopolski • Polish-German Society for Economy Support • “Pro Europa Viadrina” and “Sprewa-Nysa-Bóbr” Euroregions • Enterprise Incubators in Dobiegniew and Żary • Agricultural Counseling Centers in Kalsk and Lubniewice • Financial institutions and banks • Innovation and enterprise centers, centers for business support whose main task is to promote small and medium businesses

Sources of funds	<ul style="list-style-type: none"> • Province self-government budget • Budgets of communes • Banks • Business Support Society • Regional development agencies • Business entities
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	<ul style="list-style-type: none"> • Business surrounding institutions • EU funds
Tasks/projects	<ul style="list-style-type: none"> • Attracting potential shareholders for over-regional trade shows • Creating data base concerning real estate (land, buildings, industrial and trade facilities) that will allow prompt preparation of offers for potential investors • Elaboration of professional presentation of the region in Internet • Preparation of multi-media presentation of the region (folder, video presentation, CD-ROM) • Attracting regional bank and regional insurance agency shareholders

3.4.

Main goal 3	Development of enterprise
Objective 3.4.	Non-farming development of rural areas
Objective description	Further small and medium businesses of production and service nature shall be established, and the existing ones shall be strengthened and developed. They shall provide jobs for the persons leaving their agricultural activities, and additional income for some farms.
Actions	<p>Stimulation of business activity through:</p> <ul style="list-style-type: none"> • education and advising complying with new and changing needs, especially within the scope of food processing and processing of local raw materials • improved access to technical and municipal infrastructure • initiative promotion <p>Creating good conditions for the existing and new companies through:</p> <ul style="list-style-type: none"> • preference system in local fees • support for entrepreneurs investing in communes • promotion of investment offers of communes and potential of local companies (trade shows, exhibitions, etc.)
Results	<ul style="list-style-type: none"> • Limiting unemployment in rural areas • Creating possibilities of changing jobs by farmers, reduction of the ratio of employment in farming to total employment rate • Additional sources of income for some farms • Establishing and developing small and medium businesses that will provide for increase of economic potential of the region and increase of inhabitants' income • Business activation of the areas of the former state farms
Participating bodies	<ul style="list-style-type: none"> • Active and enterprising inhabitants of rural areas, and business self-governments • Labor Offices • Local self-governments and self-government of the Province • Agency for Restructuring and Modernization of Farming and

	Agency of Treasury Property
Sources of funds	<ul style="list-style-type: none"> • Budgets of self-governments of the Province, counties and communes • Resources of the Agency for Restructuring and Modernization of Farming • Aid funds, including the pre-access funds • Funds for labor activation
Tasks/projects	<ul style="list-style-type: none"> • SAPARD Program – diversification of activities and creating alternative sources of income in rural areas

3.5.

Main goal 3	Development of enterprise
Objective 3.5.	Restructuring and reorienting of goods manufacturing farms and food processing plants
Objective description	Supporting processes of formation of farms and food processing plants that adopt to competition on the European market, to apply technologies complying with the requirements for environment protection and ensuring high quality of products
Actions	<ul style="list-style-type: none"> • Support for individual farmers and farming companies in introducing production and economically efficient technologies that are environment friendly and that improve quality of products • Support for modernization of processing plants and for marketing of food – adopting to EU standards • Supporting food production in ecological technologies • Aid in adopting farms to introduce additional non-farming lines of production and services, including agrotourism and non-consumption plants • Supporting formation and activities of manufacturers’ groups

Results	<ul style="list-style-type: none"> • Improvement of quality of agricultural products and processed food • Maintaining clean environment • Improvement of farming structure • Increase of income and reduction of costs
Participating bodies	<ul style="list-style-type: none"> • Counseling bodies (centers for agricultural counseling) • Authorities of communes, counties and Governor's Office (leading the control committee and elaboration of operating program) • Bodies participating in the system of implementing operation program SAPARD • Lubuskie Agricultural Chamber • Agency for the Treasury Agricultural Property
Sources of funds	<ul style="list-style-type: none"> • Private investors: farmers, farming entrepreneurs, groups of manufacturers and food processing plants • Pre-access aid funds of EU (SAPARD) • Aid from the Agency for Restructuring and Modernization of Farming • Budget of self-governments of the Province, counties and communes
Tasks/projects	<p>SAPARD Program – projects:</p> <ul style="list-style-type: none"> • “Investments in farms” • “Formation of manufacturers’ groups” • “Pilot environment protection projects for rural areas and farming” • “Development of food processing and marketing”

Goal 4 – Efficient use of natural and cultural resources

4.1.

Main goal 4	Efficient use of natural and cultural resources
Objective 4.1.	Developing pro-ecological awareness
Objective description	Maintaining high quality of natural and cultural environment of the region will not be possible without close cooperation of inhabitants in the field of environment protection. Thus, it is necessary to stimulate and support ecological awareness and to promote pro-ecological attitudes in compliance with the principle for sustainable development.
Actions	<ul style="list-style-type: none"> • Creating authors' school syllabi complying with the character of the natural environment of the region, promoting them in primary and secondary schools • Training teachers as multipliers of ecological education • Elaboration sample pro-ecological programs (e.g. waste sorting, cleaning the commune, etc.) and stimulating communes to their implementation • Initiating knowledge competitions on the environment among children and youth • Supporting actions included in the Program Sustainable Development in Euroregion Sprewa-Nysa-Bóbr • Listing cultural heritage of the region, elaboration of a program of its renovation and promotion
Results	<ul style="list-style-type: none"> • Stable strengthening of pro-ecological attitudes and behavior • Improvement of the condition of the natural environment • Protection and enrichment of cultural heritage of the region, proliferation of the knowledge about it, integration of the inhabitants of the Province around their cultural and historical identity • Increase of activity of rural population in improving esthetics of villages and towns • Promotion in the world of cultural resources of the region, their better use for tourist purposes, and improvement of tourists' stay conditions
Participating bodies	<ul style="list-style-type: none"> • Self-government of the Province and local self-governments • Ecological organizations, cultural associations, etc. • Ministry of Culture and National Heritage • European Union Programs • Euroregion Sprewa-Nysa-Bóbr
Sources of funds	<ul style="list-style-type: none"> • Foundations and direct funds • Budget of the self-government of the Province • Aid funds from European Union
Tasks/projects	<ul style="list-style-type: none"> • Shaping social awareness of the role of the environment and cultural heritage

	<ul style="list-style-type: none"> • Assessment and listing of ecological resources and historical-cultural resources • Establishing Lubuskie center for ecological education
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4.2.

Main goal 4	Efficient use of natural and cultural resources
Objective 4.2.	Use of environmental and cultural advantages for the development of tourism
Objective description	Support and development of various forms of tourism and leisure (vacation stays, sightseeing trips, qualified tourism, agrotourism) and maintaining the values of natural and cultural environment
Actions	<ul style="list-style-type: none"> • Working out a program of tourist promotion of the region in Poland and abroad • Working out a program of development of tourist infrastructure, promotion of the program and encouraging communes to cooperation with and aid for the future investors (cycling and horse riding lanes, water ways, pensioners' villages, etc.) • Tourist promotion of the region during national and international trade shows (ZATUR, ITB, Tour Salon Poznań, Tourist Trade Show in Leipzig & Brussels, INVEST CITY in Poznań, EXPO) • Support for associations of agrotourist centers
Results	<ul style="list-style-type: none"> • Coordination of national and foreign actions related to tourism development in the Province • Improving tourist attractiveness of the Province • New job creation, especially in rural areas
Participating bodies	<ul style="list-style-type: none"> • Lubuskie agency for tourism development and its local branches • Self-government of the Province • Local self-governments • Polish and foreign chambers of tourism, travel offices • Owners of tourist facilities • Potential Polish and international contractors
Sources of funds	<ul style="list-style-type: none"> • Budget of self-government of the Province • Budgets of communes • Private Polish and foreign capital

	<ul style="list-style-type: none"> • EU funds
Tasks/projects	<ul style="list-style-type: none"> • Elaboration a study of agrotourism development possibilities

4.3.

Main goal 4	Efficient use of natural and cultural resources
Objective 4.3.	Efficient promotion of tourist attractions and tourist information system
Objective description	Establishment a system providing full information about leisure opportunities in the Province, its tourist attractions, historical monuments, cultural, tourist and sports events, and about the forms of qualified tourism
Actions	<ul style="list-style-type: none"> • Establishing Lubuskie agency for tourism development, support in the initial period of its functioning (cooperation with the Polish Organization of Tourism) • Creating a system of tourist information along roads according to European standards • Working out a tourist map of the Province • Publishing guide books (walking routes, cycling and horse riding lanes, canoe ways) • Elaboration of a catalog of hotel and catering facilities • Establishing tourist information offices in large towns and in the

	<p>border area</p> <ul style="list-style-type: none"> • Promotion of the Province during important trade shows and tourist fairs in Poland and abroad
Results	<ul style="list-style-type: none"> • Increase of the number of visitors in the Province • Increase of income for local budgets • Improvement of the image of the Province • Possibility of attracting investors for expansion and modernization of tourist basis
Participating bodies	<ul style="list-style-type: none"> • Self-government of the Province • Local self-governments • Euroregions • Ministry of Economy • Aid funds • Private capital
Sources of funds	<ul style="list-style-type: none"> • Budget of self-government of the Province • Budgets of communes • Euroregions • EU funds • Private capital
Tasks/projects	<ul style="list-style-type: none"> • Creation of a system of tourist information along roads in accordance with European standards • Opening new tourist information offices in the border area • Providing sufficient quantity of promotional materials

4.4.

Main goal 4Efficient use of natural and cultural resources	
Objective 4.4.	Development of cultural, health and sport services for the

	inhabitants of the region and its foreign guests
Objective description	Providing opportunities for to better satisfy cultural, recreational, rehabilitation and sports needs of the population. Using the chances of the Province for servicing international cultural, scientific and sports exchange.
Actions	<ul style="list-style-type: none"> • Gathering leisure, sports, cultural and rehabilitation centers within a network of information and promotion • Elaborating a map “Recreation, sport, rehabilitation and culture in Lubuskie Province” • Strengthening and developing the functions of Sports and Recreation Center in Drzonków • Completion of construction of the International Center for Musical Meetings East-West as a regional congress center • Support for artists and cultural events of regional and wider range • Creating programs of development of sports facilities in the Province
Results	<ul style="list-style-type: none"> • Improvement of financial situation in the sector of cultural, recreational and sports services • Promotion of the Province as a region of recreational and cultural services
Participating bodies	<ul style="list-style-type: none"> • Owners of recreation and sports facilities • Euroregions • Aid funds • Self-government of the Province and of the Town of Zielona Góra
Sources of funds	<ul style="list-style-type: none"> • Budget of self-government of the Province • Budgets of towns, communes and counties • Euroregions • EU funds • Private capital
Tasks/projects	<ul style="list-style-type: none"> • Establishment of a system of information and promotion of recreational, sports and cultural centers • Elaborating a study of development of leisure, sports and cultural services for Poland and other countries