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The development strategy of the Wielkopolska Province

1. Introduction

The request of the Province Council to create the Development Strategy of the Wielkopolska Province was the reason to start working on its draft, which was prepared by a group of forty people, including academics and people with practical experience, under the direction of this author. The work on the draft, conducted mainly at the Poznań University of Economics, took seven months – from November 1999 to June 2000. The draft was completed and approved by the Province Council in July 2000.

2. The strategy: goal, subject and scope

The main aim of the Strategy is to answer three basic questions:

- What should we aim at while shaping the development of the province? (vision of the future),
- What should we try to achieve within 15-20 years? (strategic goals),
- How do we want to achieve our goals, i.e., who should do this, using what means and what organisational models?

Generally speaking, the Strategy presents three aspects of development: conception, programme and implementation.

The conception plane focuses on the vision of the province as a whole and on particular elements of its socio-economic, cultural and environmental systems. The programme plane specifies the means through which the vision is to be realised. The implementation plane is a group of projects resulting from the programme plane.

All the aspects of the Strategy are put into three categories:

Society

- Demographic forecasts
- Maintenance and development of the cultural environment
- Job market creation – human resources management programme
- Living standards

Space

- Natural resources management and environmental protection
- Spatial order and the development of the settlement network
- Balancing the transportation system and the development of technical infrastructure

Economy

- Transforming the structure and technology of the economy (including a programme to develop enterprise, innovation and competitiveness)
- Developing selected sectors of the economy, including the manufacturing and building industries, agriculture and tourism
- Developing science and up market specialist services

As a complex and comprehensive document, the Development Strategy of the Province specifies, apart from the responsibilities of the provincial government, the problems dealt with by:

- central government and its local offices,
- county and commune authorities,
- autonomous entities taking part in the socio-economic life (particular individuals, households, companies, all kinds of business organisations and public institutions).

The Strategy therefore targets not just the Province Council authorities but all those who shape the province's development. It is to be implemented by:

- people of the region, through their communities, organisations and associations,
- local governments on the provincial, county and communal levels, central government and its local representatives,
- local, regional and external business entities, both existing and potential (local, regional, domestic and foreign investors),
- regional and local development agencies, chambers of commerce and industry, promotion and development departments, business support institutions, business incubators, development organisations,
- banks, funds etc.,
- trade unions, professional, social and religious organisations,
- schools, research institutes, technology parks, "technopolises",
- public utility companies,
- institutions supported by foreign and national funds,
- MPs and political parties,

- international co-operation units (twin regions, towns and communes; support institutions and organs).

At the same time, the Strategy is a document (legal norm) of the Province Council, which means that it is chiefly this council that will implement it. The Strategy mentions also two groups of co-operating units: the partner group (units co-operating by sharing costs, e.g. county and commune councils) and the ally group (units supporting in various ways the implementation of the Strategy, e.g. MPs and lobbying groups).

The Development Strategy, which presents a stand of the Province Council, can play a triple role in relation to autonomous entities: firstly, providing information about the intended directions and methods of the province's development; secondly, creating programmes to which these entities can adjust their activity; thirdly, formulating undertakings (methods and means) on the provincial level to initiate and support the activity of those entities. In consequence, the Strategy includes the Province Council's own activities, but also those stimulated by the Council.

To sum up, the Strategy has two major functions:

- the first function is providing a basis for the actions performed by the Province Council in those areas that are realms of its authority,
- the second function is indirectly influencing autonomous entities (through information, inspiration, encouragement, education and support) so that their own activity will contribute to the development of the region.

The above functions of the Strategy could be supplemented by another, which is of special significance today. The Strategy can be used in order to obtain external support, especially that from the European Union (in many cases, appropriate documentation of the Strategy is a necessary, though not sufficient, condition for obtaining this kind of support).

The Strategy refers to the area of the Wielkopolska Province within the current administrative boundaries and internal territory structures created on 1 January 1999.

Whereas the Strategy in general covers a period of 15-20 years (this applies also to its demographic forecasts), its particular projects are to be completed within the first stage of its implementation, i.e., by the year 2005.

3. Legal bases and information background

The legal bases of the Wielkopolska Province Development Strategy are:

- The Provincial Government Act of 5 June 1998 (Journal of Laws 1998, no. 91),
- The Three-Tier Territorial Division Act of 24 July 1998 (Journal of Laws 1998, no. 96, item 603; Journal of Laws 1998, no. 104, item 656),
- The Spatial Development Act of 7 July 1994 (Journal of Laws 1999, no. 15).

The provisions of these acts specify the responsibilities of provincial governments in the area of regional development. These responsibilities include formulating and implementing a development strategy.

The Strategy, drawing on the results of various types of research, is based mainly on two studies conducted by the Office of the Speaker of the Province Council, namely:

1. *The report on the condition of the Wielkopolska province (socio-economic situation)*, Second, revised edition, Poznań, May 1999,
2. *The diagnosis of the condition of the Province*, Poznań, October 1999.

The Strategy takes into consideration and makes use of research and conceptual work conducted so far in the areas constituting the Wielkopolska Province (studies of particular towns and communes of the Wielkopolska Province), including first and foremost the development strategies of these units.

Moreover, the Strategy uses analyses and plans made available by any other institutions taking part in the province's socio-economic life, such as development and promotion agencies, chambers of commerce and industry, associations, unions as well as major business organisations.

Finally, international suggestions, assumptions and agreements concerning Poland, especially those connected with its accession to the European Union (results of the negotiations so far), are also a source used in creating the Strategy.

Yet, the Strategy is not just a summation of these documents. It is intended to be a new entity actively uniting individual elements.

The Development Strategy of the Wielkopolska Province is an effect of:

- the identification of endogenous development factors, both hard (quantitative, measurable) and soft (qualitative, difficult to measure but essential to development), and the assessment of their possible use,
- the identification of barriers to development (and the assessment of the possibilities of overcoming or evading them),
- the identification and anticipation of the needs, expectations, aspirations and priorities of the community and business entities,
- the identification of external conditions of development (including the model of Poland's market economy and the shape, character, objectives and means of the state's regional policy),
- the identification of civilisational and cultural challenges and changes connected with the transformation of the Polish economy and Poland's entry to the European structures.

4. The method of developing the strategy

The Strategy draft reflects the knowledge, ideas and views of its authors and the numerous teams and individuals involved in its creation. At the same time, the

document is founded on the principle of social partnership. Consultations and exchange of opinions, carried out with various bodies, concerned different aspects of the province's socio-economic life. The final version of the document was decided by the province's authorities.

The method of developing the Strategy was an effect of detailed scrutiny. This was so for two reasons:

1. lack of ready-made, clear models of developing provinces' strategies which could be adopted for the needs of the Wielkopolska Province,
2. unavailability of information or incomplete, contradictory and unreliable information.

As for the first problem, while building the province's strategy it was possible to adopt the classical method of formulating a corporate strategy and make the following steps:

- assess the potential (the initial state, strengths and weaknesses, opportunities and threats, or simply the opening balance),
- define the vision of the development and the mission statement of a given entity,
- set strategic goals,
- define ways of accomplishing them (scenarios of development),
- specify methods of work (undertakings and means).

In principle, this is how the draft of the Strategy was created. However, the goals and means of the province's development were obviously considered more broadly than in the case of the classical model of building a corporate strategy. Methods used to create commune development strategies proved inadequate, too, in spite of good results, also in the Wielkopolska Province; their mechanical adoption was impossible, the main reason being the incomparable scales of commune strategies and province strategies. Last but not least, the possibility of using foreign (West European or American) models of regional strategies was limited. The decisive factor here was, besides differences in economic potential and in organisational and institutional structure, a different system of region financing. Despite all the above-mentioned difficulties, the authors tried to draft a strategy that could include programmes of communes and of other autonomous units. They also tried to make the Strategy parallel, or at least comparable, to the strategies of other Polish provinces that are currently being worked out.

The other problem (insufficient or low-quality statistical and planning data) stems from the specificity of Poland's current situation: the country is at the initial stage of implementing numerous reforms of the state, which involves many dilemmas and uncertainties. To begin with the most general things, we could mention:

- current negotiations over Poland's entry to the European Union and lack of unequivocal decisions (at the moment) about the date or precise conditions of accession,

- vague shape of the state's future socio-economic policy; what is certain is that the free market economy will be consistently introduced and perfected, and that (according to the Constitution) the general option will be a social market economy; however, many other details, such as the direction of further reforms or the choice of priorities, still have to be defined,
- lack of a clear outline of the state's regional and spatial planning policies accompanied by an appropriate set of tools and means.

All of these are in the process of creation. Also a reform of the Polish information (statistical) system and of other instruments for analysing and shaping development should be taken into consideration. Therefore, what is now available in many cases is predictions rather than programmes. Consequently, many parts of the Province Development Strategy are hypothetical in character. We tried to protect our proposals from the consequences of the above-mentioned uncertainties in two ways: first, we avoided including details, because, if unforeseen circumstances arose, too detailed proposals would leave little room for manoeuvre; second, in some cases, we used variant forms like "if..., then...". Unfortunately, both solutions can be viewed as the Strategy's weaknesses undermining its credibility and viability. This is why, in the final draft, we tried to vary the degree of detail and specificity, depending on whether the first (by the year 2005) or the subsequent stages of strategy implementation are being referred to. The assumptions we used to formulate our ideas are also given.

The Strategy has a structure typical of this type of document. First of all, there is a strategic analysis which presents, making reference to previous documents (the Report on the condition of the province and the Diagnosis), the province's potential, environmental conditions of the province's development and the needs, aspirations and motivations of its people and business entities. Next, the authors provide a general outline of the province's future; above all, they set strategic goals and suggest priorities, i.e. the most important and urgent things. Then they make projections of the development of major areas, including:

- cultural environment,
- demographic issues, job market and human resources activation,
- quality of the natural environment and using its resources,
- spatial order and the settlement network,
- transportation system,
- technical infrastructure,
- housing and housing policy,
- social infrastructure and satisfying collective needs,
- science, education and up market specialist services,
- agriculture and food industry,
- transformation of rural areas,
- tourism,
- relations with the domestic and international environment.

This part of the Strategy answers the first question presented at the very beginning, namely: What should we aim at? It combines expectations with hypotheses of development. On the basis of the projections mentioned above, the province's strategic programmes have been formulated concerning five areas which are particularly important during the period for which the Strategy is created, namely: labour and enterprise, education, infrastructure, countryside and agriculture, and environmental protection. There are also answers to the other two questions of the Strategy, namely: What should we try to achieve? and How to do this? The Conclusion discusses the actions that should be taken after the province's strategic programmes have been passed. These actions include: creating plans for particular projects, monitoring the implementation of the Strategy and the transformation of the province, and promoting the province both in Poland and abroad.

5. Strategic analysis

The strategic analysis focuses on the examination of the strengths, weaknesses and opportunities of the province and the threats to its development (see Tables 1 and 2).

Table 1. Strengths and weaknesses of the Wielkopolska Province

STRENGTHS	WEAKNESSES
Spatial conditions	
<ul style="list-style-type: none"> • location in the East-West belt of development priorities 	<ul style="list-style-type: none"> • uneven access by means of transportation • uneven availability of economic infrastructure
Natural environment	
<ul style="list-style-type: none"> • average quality of the environment 	<ul style="list-style-type: none"> • environmental advantages not exploited fully • unfavourable water balance • low degree of afforestation • low quality of fresh water • ineffective sewage treatment
Inhabitants, labour resources, social virtues	
<ul style="list-style-type: none"> • relatively high business activity • large proportion of business-related income • relatively strong sense of regional identity and well-organised local-scale community life 	<ul style="list-style-type: none"> • low population growth • ageing of the society • relatively ill health (high morbidity and mortality rates for the middle-aged) • low job and geographical mobility

<ul style="list-style-type: none"> • favourable opinion of Wielkopolska's thrift • areas of relatively well-balanced labour market • intellectual potential competitive in relation to the rest of the country • relatively big investment in innovation • activity and internal integrity of local communities • community's involvement in shaping its future (formulating strategies and long-term investment plans) 	<ul style="list-style-type: none"> • numerous areas of constantly high rates of unemployment • relatively low earnings • low international competitiveness of the intellectual potential (limited to a few areas) • limited application of science in the economy • region's unfavourable "bargaining position" in applying for support • lack of wide and active co-operation on the supra-communal level • inability to resolve conflicts (e.g. over landfill sites)
Technical facilities	
<ul style="list-style-type: none"> • considerable progress in communal facilities and environmental protection in some communes • intense investment activity of some communes 	<ul style="list-style-type: none"> • poor condition and obstruction of the transportation network • alternative means of transport (by water, air or rail) not exploited fully • poor condition of communal facilities • poor condition of the environmental protection infrastructure
Economy	
<ul style="list-style-type: none"> • high manufacturing potential • relatively high level and dynamic of GNP • relatively high efficiency of industry • high investment attractiveness of many areas • high participation of foreign capital • sector and size diversification • large share of the private sector • proper development of business environment institutions • the biggest acreage of farm land in Poland • above-average efficiency of agriculture • large share of small, family-run farms • high percentage of farms regarding themselves as developing 	<ul style="list-style-type: none"> • small proportion of "high chance" (high-tech) sectors • numerous areas of a low economic potential • large international trade deficit • marginal economic role of much of the province • more than half of the farm land is of a quality lower than the country's average • large proportion of areas of low agricultural standards • considerable fragmentation of farm land • high percentage of poorly equipped farms • difficulty in selling farm produce • difficult situation of the food processing industry

table 1 cont.

<ul style="list-style-type: none"> • above-average quality of farming equipment • healthy food production • sufficient supplies of raw materials • surplus of farm produce 	<ul style="list-style-type: none"> • bad sanitary quality of farms and food processing plants
Financial potential	
<ul style="list-style-type: none"> • considerable involvement of some communes in the self-financing of development 	<ul style="list-style-type: none"> • lack of full financial independence of the Province Council • limited access to financial support

Source: *The diagnosis of the condition of the Wielkopolska Province*, Urząd Marszałkowski, Poznań 1999, t. IV; sectoral reports by particular members of the team that drafted the strategy.

Table 2. Opportunities and threats of the Wielkopolska Province in the context of its environment

OPPORTUNITIES	THREATS
Local environment	
<ul style="list-style-type: none"> • co-operation with Land Brandenburg in partnership with Poland's western provinces (Lubuskie and Zachodniopomorskie) • possibility of Poznań becoming a supra-regional engine of growth in western Poland 	<ul style="list-style-type: none"> • accumulation of shortages and delays in the development of transportation infrastructure • unhealthy and consequently undesirable rivalry among provinces for outside finance
National environment	
<ul style="list-style-type: none"> • possibility of integrating the efforts of the state and of the province thanks to the convergence of the province's assets with the projected priorities of macroeconomic practice (of small and medium size companies) 	<ul style="list-style-type: none"> • limited possibility of obtaining finance from the government because of great and urgent needs of north-eastern provinces and other problem areas (Wielkopolska is not one of them)
International environment, especially in the context of Poland's future membership of the European Union	
<ul style="list-style-type: none"> • technological progress (absorption from the outside and presentation outside) • opening of EU markets • forced improvement in the quality of products and services • new (improved) regulations • obtaining EU support 	<ul style="list-style-type: none"> • collapse of entities uncompetitive in Europe, especially farms, and a resultant increase in the unemployment rate • outflow of domestic capital • weakening of the regional identity, negative influence of foreign cultural models, possible social pathologies

Source: *The Diagnosis of the Condition of the Wielkopolska Province*, Urząd Marszałkowski, Poznań 1999, sec. V, t. IV; sectoral reports by particular members of the team that drafted the Strategy.

6. A general conception of the Province's future

By combining strategic analysis results with the principle of making the most of the province's internal resources and chances connected with its environment, the three following prerequisites of the Wielkopolska province's development were accepted:

Prerequisite 1 – not to miss the Province's opportunities resulting from its location, tradition, existing potential of the natural environment, social and economic virtues, and Wielkopolska's image.

Prerequisite 2 – protect available resources, use them effectively and, if possible, multiply them and increase their quality.

Prerequisite 3 – give all inhabitants and all entities a chance to benefit from the province's development potential, and, consequently, give them a chance to participate in the development and share its fruits.

The province's future development, therefore, should be created in accordance with the goals presented in Table 3.

Table 3. Strategic goals of the Wielkopolska Province's development

GENERAL GOALS	SPECIFIC GOALS
<p>1. PROVIDING CITIZENS WITH OPPORTUNITIES TO IMPROVE THEIR STANDARD OF LIVING</p>	<p>1.1. LABOUR</p> <ul style="list-style-type: none"> • Provide conditions for constant and effective job creation to give people a chance to use their talents and skills • Try to provide decent incomes <p>1.2. STANDARD OF LIVING</p> <ul style="list-style-type: none"> • Create conditions for reaching a satisfactory standard of living, including: food, housing, healthy environment, health care and rest • Provide inhabitants (households) with high quality, easily accessible public services <p>1.3. SPIRITUAL DEVELOPMNET</p> <ul style="list-style-type: none"> • Create conditions for spiritual development, including: education, culture, travelling, access to information, various types of social activity • Create a climate for social self-organisation <p>1.4. SECURITY</p> <ul style="list-style-type: none"> • Ensure a sense of security and prospects for the future, protect material possessions • Protect the family, educate the young generation, propagate the sense of social solidarity, including: care of the poor, lonely, elderly and disabled

<p>2. INCREASING THE ECONOMY'S COMPETITIVENESS IN RELATION TO OTHER REGIONS OF EUROPE</p>	<p>2.1. MODERNISING THE ECONOMY'S STRUCTURE</p> <ul style="list-style-type: none"> • Consistently restructure the economy in order to increase the proportion of high-tech industries and specialist services (transport, trade, science and culture) • Find and make use of new engines of economic growth, including housing • Foster a diversified development of rural areas <p>2.2. INCREASING THE ECONOMY'S EFFECTIVENESS</p> <ul style="list-style-type: none"> • Thoroughly modernise traditional industries, including agriculture and the food industry • Improve the transfer of technology • Increase the economy's competitiveness <p>2.3. CONTINUOUS AND HARMONIOUS DEVELOPMENT</p> <ul style="list-style-type: none"> • Stimulate development on the basis of economical and rational use of available resources and assets • Develop and diversify people's professional qualifications; encourage their economic activity (intensive development of small and medium-sized companies) • Modernise infrastructure or, very often, build it from scratch
<p>3. INCREASING INTERNAL INTEGRATION AND SUBSTANTIALLY IMPROVING SPACE QUALITY</p>	<p>3.1. INTERNAL INTEGRATION OF THE REGION</p> <ul style="list-style-type: none"> • Achieve a social and economic integration of the region, respecting its internal diversification and sub-regional specialisation • Overcome local self-interest <p>3.2. APPROPRIATE SPATIAL STRUCTURE</p> <ul style="list-style-type: none"> • Harmoniously develop the settlement network • Prepare major towns for their role of engines of growth • Provide areas economically backward or lacking in sufficient development factors with opportunities for social and economic development • Conduct investment and spatial management policies that are environmentally friendly (with a system of protected areas)

<p>4. ADJUSTING THE PROVINCE'S POTENTIAL, STRUCTURE AND ORGANISATION TO THE CHALLENGES OF THE 21ST CENTURY AND THE DEMANDS OF A UNITED EUROPE</p>	<p>4.1. PARTNERSHIP ROLE OF THE PROVINCE</p> <ul style="list-style-type: none"> • Place the province among regions co-operating on inter-regional and international levels • Exploit the province's good location and transit possibilities • Make Poznań a metropolis of European significance <p>4.2. MAINTAINING THE REGIONAL IDENTITY</p> <ul style="list-style-type: none"> • Cultivate emotional bonds with the region and increase people's (especially young people's) knowledge of the region's past and present • Encourage active involvement in the popularisation of local patriotic models and civic attitudes
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The strategic goals of the Province's development are therefore:

- 1) to provide citizens with opportunities to increase their standard of living,
- 2) to increase the economy's competitiveness in relation to other regions of Europe,
- 3) to increase internal integration and substantially improve space quality,
- 4) to adjust the Province's potential, structure and organisation to the challenges of the 21st century and the demands of a united Europe.

Without doubt, the chief goal is to improve the standard of living. This can be accomplished through work (or decent earnings making it possible to satisfy both material and spiritual needs). At the same time, to create enough jobs (and distribute them appropriately) enterprise is needed, and this depends, to a large extent, on infrastructure and education.

Consequently, the following system of top priority strategic programmes was formed on fig.1.

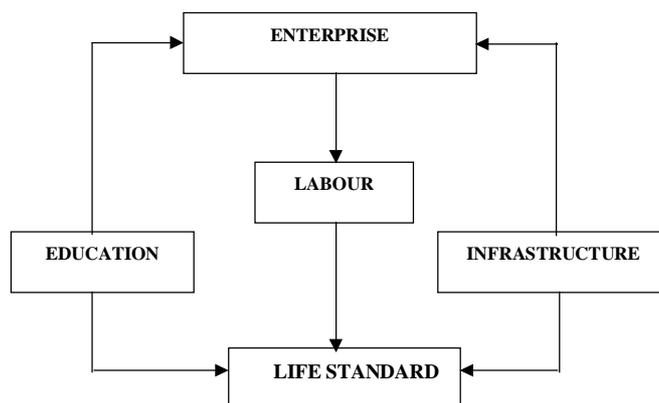


Fig. 1. Top priority strategic programmes

Source: own materials

Each of these programmes is characterised by the following set of elements:

- tasks (projects),
- implementation methods and conditions,
- investor (define the function of the province council as the main investor and list partners and allies; in the case of the province council not being the main investor, define its initiating or supporting functions),
- place of implementation (define the character of sub-regional centres, areas requiring more intensive development, etc.),
- time of implementation (specify the first few years of the Strategy implementation, for which a long-term investment plan should be prepared),
- financing (list the sources of finance, which will constitute the basis of a financial plan).

The following criteria are used to select top priority projects:

- continuing projects already in progress (both investment projects and projects of an organisational nature, eg educational reform),
- fulfilling commitments made (contracts signed),
- listing projects which, if not started, might cause serious social and economic problems,
- importance to Poland's macroeconomic policy,
- importance to Poland's adjustment to EU models,
- complementary and cohesive nature of projects.

The strategic plans include projections of development in particular sectors of the economy (manufacturing industry, agriculture, building industry, transportation, tourism, services), culture, living standards, the environment, the population structure, as well as spatial and settlement network planning.

Formulating the strategic programmes required solving three dilemmas over goals of development and methods of achieving them. There may be many dilemmas, but three of them are particularly important.

First of all, there is a fundamental dilemma of regional (but also national) policies, namely pro-effective vs pro-social policies.

The second dilemma is connected with the geographical aspect of labour resources management policies. The issue boils down to the question whether to fight unemployment where it is generated or accept (for the reasons of economic effectiveness) the idea of spatial concentration of development and, consequently, people's greater mobility, with all its positive and negative implications.

The third dilemma concerns the future profile, or even model, of the province's economy. Creating one economic model (i.e. its character, potential and structure), "typical of Wielkopolska", is not advisable, considering the large size of the province and a considerable diversification of development factors. Besides, this is not possible in a market economy with various forms of ownership (including a large proportion of private ownership). A variety of models should be accepted then.

Paraphrasing the well-known saying “We can differ beautifully”, we should accept the internal diversification of the region’s economy if it is effective.

Generally, the authors aimed at compromises, which implied accepting two directions in the development of the economy:

1. retaining the characteristic leading functions of Wielkopolska, which give the region an important role in the country’s economy and international relations,
2. creating new links of development in the shape of innovative projects (which indicate economic progress and modernise the economy).

At the same time, it turned out that, in more distant places, it is necessary to search for and increase the scale of still other areas of development, especially those connected with local enterprise, agriculture and the multi-functional development of rural areas.

The future of the province, which, according to the authors of the Strategy, should be continuously shaped on various planes is best reflected by two phrases depicting the future condition of the province (a result of the Strategy created today):

1. Wielkopolska province – a modern region,
2. Wielkopolska province – an integrated region.

To achieve these aspirations, it is necessary to combine the activities of various entities, each of which uses its own premises, selection criteria and short-term goals, but, working towards them, contributes (directly and indirectly) to the accomplishment of the province’s strategic goals. A good example of this is a strategic programme called “Work and Enterprise”.

The programme rests on the assumption that one of the basic goals of development is giving people work. It is based on two premises:

- work is the basis of man’s life (it enables him to satisfy his material and spiritual needs, gives him a sense of dignity and protects him from the influence of negative social phenomena),
- work is the basis of economic development (it affects the economy’s potential, structure, level and dynamic).

The programme lists the following tasks:

1. increase people’s professional activity, especially by developing services,
2. increase the value of human capital per unit produced – by raising the amount of intellectual work (better professional training on all levels),
3. combine work and education in a better way (employers and trainers’ joint programmes),
4. reduce tax liabilities of employers creating new jobs,
5. change employment regulations – create opportunities for legal part-time employment,
6. stimulate people’s activity and enterprise (especially on the local scale).

Enterprise is affected by:

- companies’ internal factors (production capacity; development dynamic; profi-

tability; willingness to invest; product, technical and technological innovation; innovation in organisation and management),

- local and regional factors (potentially available resources for the development of enterprise; infrastructure; advantages of the location etc.),
- macroeconomic factors (legal and institutional framework; government's global policy; financial, monetary, credit and tax systems).

The enterprise development programme involves:

1. Creating the kind of enterprise that will guarantee an increase in the number of jobs and exploitation of local resources.

Essential undertakings in this field are: developing business environment (including financial support) institutions; using various forms of education (including adult and continuing education) to foster creative and entrepreneurial attitudes correlated with the expectations of employers and investors; creating business incubators, which help small businesses to enter and survive on the market.

2. Promoting the province's economy and creating favourable conditions for an inflow of capital.

This requires: creating a data base of investment offers, strengths of local businesses, help offered and available real estate; making a better use of Poznań fair; promoting business environment institutions (which should co-ordinate their work properly).

3. Restructuring the region's food industry and fostering a multi-functional development of rural areas.

The necessary conditions for the development of enterprise in rural areas are: increasing investment in infrastructure, the availability of which will indirectly reduce the cost of starting business activity; creating educational and advisory systems to meet the needs of a vertically and horizontally integrating food industry; working towards the restoration of co-operative farming; improving the investment climate to accelerate the development of enterprise outside farming in rural areas.

4. Increasing the number of high-tech companies and improving the competitiveness of existing businesses.

This involves creating data bases of new technologies and of the possibilities of obtaining them; starting an information network promoting new technologies and management methods; creating technology parks to facilitate the implementation of new technologies and the modernisation of existing ones with support from mobile advisory groups working in consulting centres.

As can be seen, the programme combines the activities (and interests) of many different entities. "Education, Infrastructure, Environmental Protection" and other programmes combining the activities of various entities can be of equal significance.

7. Conclusion

Formulating the strategic programmes of the province was the end of the work on the Strategy draft and the beginning of the implementation process.

An important part of the implementation process is monitoring it and assessing its social and economic results, but also the changes it brings about in the natural environment. This continuing task is referred to as the Strategy monitoring (the Strategy implementation monitoring).

The Strategy implementation monitoring will have two functions: inspecting and correcting.

The inspecting function involves systematic, preferably annual, examination of completed projects against accepted programmes. Completed and uncompleted projects should be listed, and causes of delays and other deviations from the programmes should be identified. This refers not only to material, but also to organisational and financial, projects (financial planning).

The correcting function means introducing into the Strategy changes necessitated by unforeseen circumstances, impossible to predict during the phase of the Strategy formulation, or circumstances wrongly assumed.

The Strategy monitoring will make it possible to

- 1) continually assess programmes, projects and the achievement of goals,
- 2) forecast possible changes in implementation conditions,
- 3) make current corrections and amendments,
- 4) take preventive and corrective action,
- 5) inform the local community about results achieved.

Monitoring will enable a very important, even indispensable, thing: treating work on the development strategy of the province as a continuous task.