

*LogOn Baltic Regional reports*  
*16:2007*



**REGIONAL DEVELOPMENT IN  
POMERANIA, POLAND (THE  
POMORSKIE VOIVODESHIP) -  
Development Measure Impact Analysis  
(DEMIA) on regional development  
related to logistics and ICT**

**Anna Trzuskawska**



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(European Regional Development Fund) within  
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## EXECUTIVE SUMMARY

One of the goals in the LogOn Baltic project is to describe the regional development system in the Baltic Sea Region (BSR). The main focus in this study is to describe the system, roles and practices of regional development in Pomerania, Poland (the Pomorskie Voivodeship). The aim is to produce information to the regional development bodies in this area and BSR –wide.

In Poland the regional development is coordinated by the Ministry of Regional Development. The state has got the responsibility for regional development as well as the regional local authorities – self-governments. In the Pomorskie Voivodeship the self-government is led by the Marshal. The Office of the Marshal includes three departments involved in the regional development measures: The Department of Regional and Spatial Development, The Department of Regional Programmes, The Department of Economy Development. Additionally there is a regional development agency that supports the Marshal Office, named Pomerania Development Agency Co. There are also other organizations, institutions and agencies influencing regional development measures.

In the Pomorskie Voivodeship there were created two key documents concerning the regional development: The Pomorskie Regional Development Strategy 2020 and The Regional Operation Plan for 2007-2013 (ROP). The operation plan is coordinated with the National Strategic Reference Framework 2007 – 2013, on the basis of National, Regional Development Strategy 2007-2013 and previously valid: The National Strategy for Regional Development 2003-2006 and The Integrated Regional Operational Programme.

In the programming period 2007-2013 there is a decentralization implemented in order to have the voivodship's self-governments independent and fully responsible for the preparation and implementation of the ROP. The Pomeranian ROP includes tasks and plans prepared and executed by 16 poviats (counties), 4 poviat cities and 123 gminas (municipalities): 25 urban municipalities, 17 urbanrural municipalities and 81 rural municipalities.

The LogOn Baltic Development Measure Impact Analysis (DEMIA) focuses on Pomorskie regional development measures related to

logistics and ICT. The list of measures covered in this study was comprised together with other development actors in Pomerania region in a Workshop on 18th of August 2007. In the same workshop the measures were discussed and categorized. They were grouped according to their focus and also chronologically in relation to when the company starts to benefit from the measure or enters the region. The projects in the categorisation are presented in the figure 1 below.

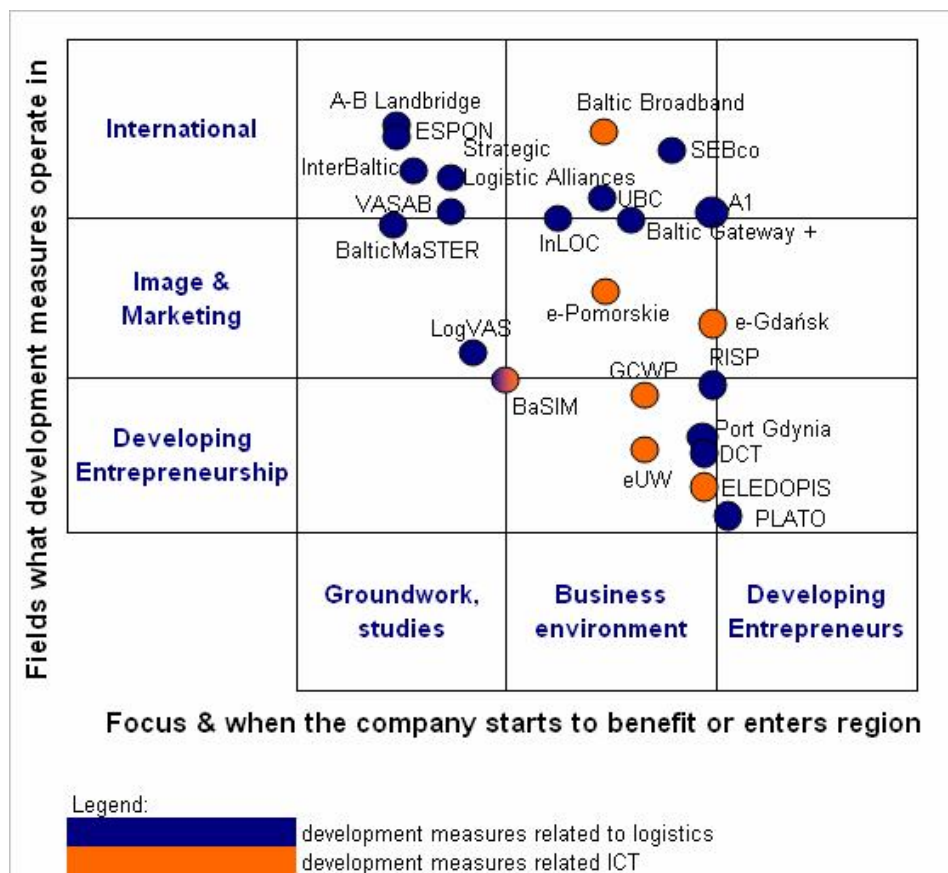


Figure 1 Logistics and ICT related development Measures in The Pomorskie Voivodship – created at LogOn Baltic Workshop on 18th August 2007

The study shows there are 24 regional development measures identified in Pomerania that relate directly or indirectly to logistics and/or ICT. There are 17 logistics related measures and 6 ICT related projects. One project relates both to logistics and ICT. Some of the measures are not specifically focused on logistics however they were included into this study because they could be applied to or influence

logistic companies too. The highest number of projects was identified in the categories: groundwork / studies and business environment - international projects. There are only few projects that bring direct benefits for companies or developing entrepreneurs related to logistics and ICT.

The Gdańsk Institute for Market Economics in Poland made a study on the competitiveness of regions in Poland and the factors that effect companies' location decision considering required investments.<sup>1</sup>

The factors that impacted the low result for the production attractiveness of Pomerania were the accessibility and economy infrastructure as well as the local authority activities to support investors. Therefore the focus of the regional development in Pomorskie should be directed on improving accessibility by assuring the logistics' and ICTs' investor friendly conditions, mainly related to the transport and logistics infrastructure and the local authorities support using ICT solutions in communication and cooperation with business.

In the LogOn Baltic Expert Interview research performed in May-June 2007, the business experts underlined the same issues, mainly concentrated around transport connection infrastructure and logistics infrastructure such as warehouses and terminals (including ICT solutions).

The same priorities were defined as a result of the LogOn Baltic workshop performed on 18<sup>th</sup> August 2007. The current regional development measures do not completely fulfil the most urgent needs of the region related to business therefore they require further initiatives to be taken. The participants of the workshop indicated that the priorities for the new projects and development measures in the region should focus on:

- transport infrastructure:
- developing logistic infrastructure:
- leveraging the competitive industry and economy sectors and coordinating the marketing & promotion of the region by all authorities of the region with focus to investment attractiveness related to logistics

In both cases: the Expert Interview and the Workshop the participants knew some of the key regional development initiatives, however regional development actors and the companies are not

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<sup>1</sup> T.Kalinowski: Atrakcyjność inwestycyjna Województw i podregionów polski 2005. IBnGR, Gdańsk 2005, p. 39 and 46.

aware of development measures in the region as well as they could be. It is necessary to continue networking and information exchange among the actors. One way of sharing knowledge and leveraging different types of measures, would be to include a concise and informative databank on development efforts in this region in the Internet. In the Pomorskie Voivodship there is a data base: Pomorskie Partner Search Forum (Pomorska Baza Projektów) being created recently. It is focused on: The Pomorskie Voivodship Regional Operational Programme, The European Territorial Cooperation, The European Neighbourhood and Partnership Instrument projects only but there is not a consolidated source of information where all regional development measures – regardless what is the source of financing – could be found. Additionally there are efforts required to make the entrepreneurs familiar with the data base and make it a life tool.

The effectiveness and impacts of the different development measures are not monitored at the project level in order to assess them from the business perspective. The companies operating in the region are not very active in influencing the regional development measures.



## STRESZCZENIE

Jednym z celów projektu LogOn Baltic jest przygotowanie opisu systemu rozwoju regionalnego dla regionów Morza Bałtyckiego (BSR = Baltic Sea Region). Niniejsze opracowanie skupia się na opisie systemu zarządzania rozwojem regionalnym, a nim również zadań i odpowiedzialności w województwie pomorskim, w Polsce. Celem opracowania jest stworzenie informacji dla instytucji i organizacji zajmujących się rozwojem regionalnym na Pomorzu i w całym regionie Morza Bałtyckiego.

W Polsce rozwój regionalny koordynowany jest przez Ministerstwo Rozwoju Regionalnego i zarządy województw. Odpowiedzialność za rozwój danego regionu spoczywa na władzach samorządowych, sejmikach województw. W województwie pomorskim samorządem kieruje marszałek. W Urzędzie Marszałkowskim Województwa Pomorskiego istnieją trzy departamenty zaangażowane w działania rozwoju regionalnego: Departament Rozwoju Regionalnego i Przestrzennego, Departament Programów Regionalnych, Departament Rozwoju Gospodarczego. Istnieje również agencja rozwoju regionalnego, która wspiera Marszałka o nazwie Agencja Rozwoju Pomorza S.A. Funkcjonują również inne organizacje, instytucje i agencje mające wpływ na działania rozwoju regionalnego.

W województwie pomorskim powstały następujące kluczowe dokumenty dotyczące rozwoju regionalnego: Strategia Rozwoju Województwa Pomorskiego 2020 oraz Regionalny Program Operacyjny (RPO) dla Województwa Pomorskiego na lata 2007-2013. Program operacyjny skoordynowany jest z Narodowymi Strategicznymi Ramami Odniesienia, Narodową Strategią Rozwoju Regionalnego 2007-2013 oraz z dotychczas obowiązującym Zintegrowanym Programem Operacyjnym Rozwoju Regionalnego (ZPORR) i Narodową Strategią Rozwoju Regionalnego 2003 – 2006.

W programowaniu na lata 2007-2013 dokonano decentralizacji, w której samorządy województw samodzielnie przygotowują i wdrażają RPO. Regionalny Program Operacyjny dla Województwa Pomorskiego zawiera zadania i plany przygotowane przez 16 powiatów, 4 powiaty miejskie, 123 gminy: 25 gmin miejskich, 17 gmin miejsko-wiejskich oraz 81 gmin wiejskich.

Studium LogOn Baltic, dotyczące oceny wpływu podejmowanych inicjatyw na rozwój regionalny, o nazwie: The Development Measure Impact Analysis (DEMIA), skupia się na ocenie działań związanych z logistyką i technologiami informatycznymi. Lista projektów zawarta w niniejszym opracowaniu została przedyskutowana z osobami zaangażowanymi w rozwój regionalny Pomorza podczas panelu dyskusyjnego w dniu 18 sierpnia 2007. Podczas tego spotkania inicjatywy/projekty zostały skategoryzowane na dwa różne sposoby. Zostały pogrupowane ze względu na ich cele i orientacje oraz chronologicznie ze względu na to kiedy przedsiębiorcy mogą odnosić korzyści wynikające z danego projektu lub podjąć decyzję o zainwestowaniu w danym regionie. Poniższy rysunek 1 przedstawia matrycę i podział projektów na kategorie.

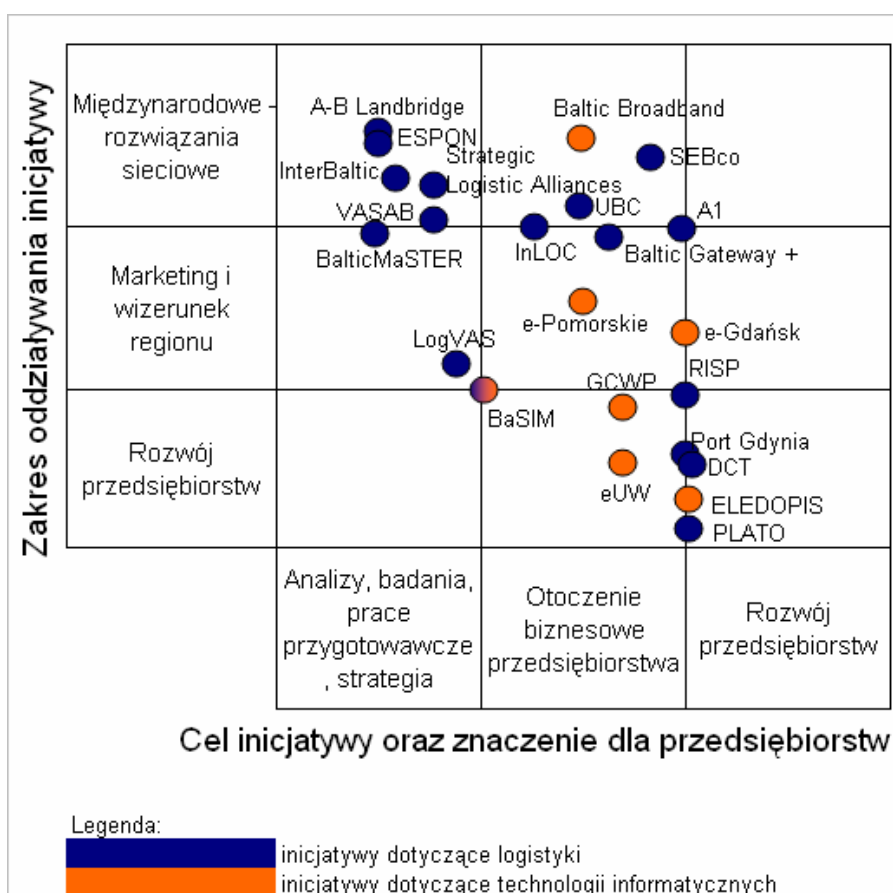


Figure 2 Projekty rozwoju regionalnego związane z logistyką i technologiami informatycznymi – opracowanie w oparciu o panel dyskusyjny w dniu 18 sierpnia 2007

Wyniki analizy przedstawiają 24 inicjatywy rozwoju regionalnego zidentyfikowane w województwie pomorskim, które wpływają bezpośrednio lub pośrednio na logistykę i/lub technologie informatyczne. Realizowanych jest 17 działań związanych z logistyką i 6 działań związanych z informatyką. Jeden projekt dotyczy zarówno logistyki jak i technologii informatycznych. Niektóre z zawartych w opracowaniu inicjatyw nie skupiają się specyficznie na logistyce ale zostały uwzględnione, ponieważ mogą zostać zastosowane lub wpłynąć na logistykę / przedsiębiorstwa logistyczne. Najwięcej projektów zidentyfikowano w kategoriach: "analizy, badania, prace przygotowawcze" i "otoczenie biznesowe" – projekty międzynarodowe. Istnieją tylko pojedyncze inicjatywy związane z logistyką lub technologiami informatycznymi., które przynoszą bezpośrednie korzyści dla przedsiębiorstw lub rozwijają przedsiębiorstwa.

Instytut Badań nad Gospodarką Rynkową wykonał badanie związane z atrakcyjnością inwestycyjną regionów Polski biorąc pod uwagę czynniki wpływające na decyzje przedsiębiorstw o lokalizacji działalności gospodarczej.<sup>2</sup> Czynniki, które najbardziej znacząco wpłynęły na niskie wyniki atrakcyjności województwa pomorskiego dla inwestorów to: dostępność transportowa i wsparcie inwestorów przez władze lokalne. W związku z tym uwaga działań rozwoju regionalnego powinna być kierowana na poprawę dostępności poprzez stworzenie warunków przyjaznych dla inwestorów w dziedzinie logistyki (głównie infrastruktura transportowa) oraz rozwiązań technologii informatycznych, które ułatwią współpracę przedsiębiorców z władzami lokalnymi i administracją państwową.

Podczas badania: Wywiady z ekspertami, w ramach projektu LogOn Baltic w maju i czerwcu 2007, eksperci reprezentujący przedsiębiorców podkreślili te same problemy i priorytety jak we wcześniej wspomnianym badaniu IBnGR. Priorytety koncentrowały się na infrastrukturze połączeń transportowych i infrastrukturze logistycznej , takiej jak magazyny i terminale (w tym rozwiązania informatyczne).

Takie same priorytety również zostały zdefiniowane w rezultacie warsztatów - panelu dyskusyjnego, w ramach LogOn Baltic, w dniu 18 sierpnia 2007. Obecnie podejmowane inicjatywy rozwoju regionalnego nie wypełniają wszystkich najbardziej pilnych potrzeb i dlatego wymagane są dalsze działania. Uczestnicy warsztatów – panelu

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<sup>2</sup> T.Kalinowski: Atrakcyjność inwestycyjna Województw i podregionów polski 2005. IBnGR, Gdańsk 2005, p. 39 and 46.

dyskusyjnego wskazali, że priorytetami dla nowych projektów oraz działania rozwoju regionalnego powinny koncentrować się na

- infrastrukturze transportowej,
- rozwoju infrastruktury logistycznej,
- wykorzystaniu najbardziej konkurencyjnych i atrakcyjnych sektorów gospodarki i przemysłu oraz na skoordynowaniu promocję i marketingu regionu przez wszystkie władze i autorytety reprezentujące region w celu zachęcenia inwestorów do inwestowania na Pomorzu w zakresie logistyki.

W obu przypadkach: Wywiadów z ekspertami i warsztatów – panelu dyskusyjnego, uczestnicy znali niektóre kluczowe inicjatywy rozwoju regionalnego, ale nie byli świadomi całego zakresu działań. Jest konieczne dalsze budowanie sieci i wymianie informacji pomiędzy aktorami rozwoju regionalnego. Jednym ze sposobów dzielenia się wiedzą i informacją oraz prowadzenia do synergii pomiędzy projektami mógłby być bank informacji o inicjatywach rozwoju regionalnego dostępny poprzez Internet. W województwie pomorskim powstaje Pomorska Baza Projektów, natomiast dotyczy ona tylko projektów związanych z Regionalnym Programem Operacyjnym, Europejską Współpracą Terytorialną oraz z Instrumentem Sąsiedztwa i Partnerstwa. Nie istnieje skonsolidowane źródło informacji gdzie wszystkie inicjatywy rozwoju regionalnego – niezależnie od źródła finansowania – mogły by być znalezione. Dodatkowo wymagane są działania, które zapoznałyby przedsiębiorców z powstającą bazą danych oraz uczyniły to narzędzie szeroko stosowanym.

Efektywność i oddziaływanie poszczególnych inicjatyw rozwoju regionalnego nie są monitorowane w celu oceny ich z punktu widzenia przedsiębiorców. Przedsiębiorstwa działające w regionie nie są zbyt aktywne w celu wpływania na działania rozwoju regionalnego.

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# 1 INTRODUCTION

## 1.1 Project introduction – LogOn Baltic

The LogOn Baltic project was approved within the Baltic Sea Region (BSR) INTERREG III B Neighbourhood Programme, which is sponsored by the European Regional Development Fund (ERDF), as part of the Structural Funds, and co-financed by national project partners.

The purpose of LogOn Baltic is to present solutions to improve the interplay between logistics and Information and Communication Technologies (ICT) competence and spatial planning and strengthening Small and Medium-sized Enterprises (SMEs) competitiveness in the BSR. This is primarily done by the production and dissemination of information for regional development agencies on how to support enterprises in the participating regions in the field of ICT and logistics, thus improving regional development.

The following regions are participating in the project:

- South-West Finland
- Östergötland (Sweden)
- Denmark
- Southern Metropolitan Region of Hamburg (Germany)
- West-Mecklenburg (Germany)
- North-East Poland
- Lithuania
- Latvia
- Estonia
- St. Petersburg (Russia)

LogOn Baltic provides an overview of logistics efficiency and logistics information systems and their exploitation, in order to improve the interaction between SMEs and other public/private actors.

On the one hand, the empirical activities of LogOn Baltic compare the existing logistics services and infrastructure with the logistics needs in the participating regions, making it possible to develop perspectives and action plans for strengthening the logistics competence in the

regions. On the other hand it describes the existing ICT infrastructure and services, revealing up to what extent they meet with the companies' needs for further development. In this way, LogOn Baltic focuses on:

- a. identifying development agencies and evaluating their performance in each region
- b. evaluating the level of logistics and ICT efficiency
- c. suggesting concrete actions for regional and local public sector bodies

Data are gathered in each participating region using four tools, Development Measure Impact Analysis (DEMIA), Logistics survey, ICT survey and Expert Interviews; each of these is presented in a separate report. These results together with secondary data is presented in a regional report, that will describe the state of affairs in the region, with recommendations on what and how the region needs to develop. The regional reports are used as a basis for making an interregional comparison which is reported in an inter-regional report. All reports are available on the project homepage, [www.logonbaltic.info](http://www.logonbaltic.info).

## 1.2 Regional partner introduction

The regional partner in Poland, in Pomerania, is The City of **Pruszcz Gdański**. The city of Pruszcz Gdański is situated in the South part of the conurbation formed by Gdańsk, Gdynia and Sopot, so called: the Tri-City Agglomeration. Pruszcz Gdański is only 10 km from the city centre of Gdańsk. It occupies an area of 16.5 sqr km, and is inhabited by 23 000 people. The city is an important node in the country road and railway transportation system. In the nearest neighbourhood there is the Tri-City ring and the newly constructed A-1 motorway.

Pruszcz Gdański is one of the most attractive cities in the Northern Poland for investors. This opinion is proven by investors directly as well as the country wide economic rankings. In the recent years the local authorities of the city of Pruszcz Gdański have been ranked in „The Gold Top 100” – the best cities for investors in Poland. Pruszcz Gdański has been awarded with the 3rd position and with the statue of the Polish King Kazimierz Wielki in the Polish cities investor ranking.

Pruszcz Gdański continuously develops: currently there is the new city centre constructed and a lot of effort and focus directed into the road system development investments. A few years ago the industrial park was created in the neighbourhood of A-1 motorway and it is still

growing - a lot of known companies located their plants there or have plans to locate soon.

The City established a cooperation with the **Department of Logistics, University of Gdańsk**, and Faculty of Economics in order to perform the LogOn Baltic Expert Interviews. The Department of Logistics at University of Gdańsk is one of the leading academic institutions in Pomerania and in Poland in research and education within the field of logistics. Courses are given both at the bachelor and master programmes at the Faculty of Economics as well as at the International Business and Master of Business Administration programmes. The Department of Logistics gathers 7 experienced researchers engaged in government (mainly Ministry of Transportation) and business logistics projects. The team has participated in EU founded research projects such as: TEMPUS, PHARE, INTERREG II, and NELOC. Beside the research work the team concentrates on academic teaching and developing the programs for education in logistics.

### 1.3 DEMIA Introduction

One of the goals in the LogOn Baltic project is to describe the regional development system in the Baltic Sea Region (BSR). To reach this goal, a separate study called Development Measures Impact Analysis (DEMIA) will be carried out in all the partner regions in the project.

The main focus in this study is to describe the system, roles and practices of regional development in each region. The aim is to produce information to the regional development bodies in this area and BSR – wide. The selected case-studies in each region are summarized and analysed briefly. The main focus of this assessment is on learning; the usefulness of the measures is not under inspection here but rather their improvement and knowledge sharing potential.

The main focus in this study is on business and development of enterprises. Not on spatial planning as such but only when connected to companies. This means looking at development agencies and measures from this point of view. Furthermore the focus is on logistics and ICT. Information and communications technology (ICT) is studied only when connected to enterprises and preferably their logistics. The development actors will be listed but in the measures only the logistics and ICT-related measures are studied more carefully.

The regional development practices and circumstances in the BSR vary. Nonetheless, there will be a comparative study prepared on the findings of the other equivalent studies on regional development within LogOn Baltic providing useful information to the policy makers and regional development actors alike.

#### 1.4 Region specific introduction

The Pomeranian Province (The Pomorskie Voivodship) is situated in the North of Poland, providing access for Polish industry and trade to the South part of the Baltic Sea shore via the largest sea ports in the region: Gdańsk and Gdynia. One of the Pomeranian region economic strengths is created by the advantageous geographical location of the region, situated on the cross road of the main transportation corridors from North to South and from West to East. However the quality of the existing infrastructure ranks Pomerania region in the group of the lowest transport accessibility regions in Poland<sup>3</sup> according to the research performed in 2005 by The Gdańsk Institute for Market Economics the Pomerania region. The geographical location of the region is also considered as a disadvantage due to the fact the region is remote from the main Polish consumer population centres in the Centre and South of Poland. Two thirds of Polish population lives in the Central and South part of Poland, more than 350 km up to 700 km away from Pomerania.

The region has traditional industries (seaports, shipbuilding, refinery, machines and fisheries) and advanced technologies (teleinformatics, chemicals, finance and insurance). The strongest industries (shipbuilding, refinery and paper) are represented by single, large enterprises.

High economic activity is the distinguishing feature of the Pomorskie Voivodeship. There are more than 100 enterprises registered per 10 000 population. A very strong entrepreneurial activity in the region is linked with a strong SME sector. Most businesses are located in and around the region's main cities, especially the Tri-City.

The service sector is well developed, especially in tourism, finance and insurance. Alongside the traditional industries is the hi-tech industry with its fast growing ICT and IT sectors. Pharmaceutical and

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<sup>3</sup> T.Kalinowski: Atrakcyjność inwestycyjna Województw i podregionów polski 2005. IBnGR, Gdańsk 2005, p. 55.

cosmetic industries are booming. Pomorskie's universities and research centres are a major contributor to the development of hi-tech industries.<sup>4</sup>

The DEMIA study of Pomerania region involved the following steps:

- study of the country regional development organizations and plans,
- study of the Pomerania regional development strategy 2020, organizations and plans (Regional Operation Plan 2007-2013),
- study of Pomerania development projects,
- workshop with the invited representatives of:
  - the Department of Regional and Spatial Development from the Office of the Marshal,
  - the Department of Regional Programmes from the Office of the Marshal,
  - the Department of Economy Development, from the Office of the Marshal,
  - Pomerania Development Agency Co.,
  - The Gdańsk Institute for Market Economics,
  - Maritime Institute in Gdańsk,
  - Port Planning & Development Department, Port of Gdynia,
  - Senior Specialist in ICT, Pomorskie Voivodship Office,
  - Business representatives.

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<sup>4</sup> <http://www.wrotapomorza.pl/en/economy>





## 2 METHODOLOGY

The approach of this study is very pragmatic; the methods serve this purpose more than any academic traditions. The way this study is conducted is qualitative in nature and even though some traditionally quantitative methods are used in a small scale, the study can be seen as qualitative, descriptive research.

The development agencies are involved in the research in two phases. First they provide and check the information on their own organisation and activities. Secondly many of the development actors took part in the workshop and interviews conducted on development measures and the development atmosphere in this area. Companies were involved in few interviews on the measures and development activities.

The template used for describing and evaluating the development measures is a tool called the Logical Framework. This Framework provides a basis for subsequent monitoring and evaluation and has been used to assess development activities worldwide, such as the Interreg II C program.

All the tools used in this study are presented in more detail in the local language – Polish in the Appendix 1.



### 3 REGIONAL DEVELOPMENT IN POLAND

Poland is a parliamentary republic of unitary territorial organisation (i.e. non-federal) with a growing role for self-governments. There are self-governmental authorities at the regional, county and local levels of public administration. But all legislative powers and a substantial proportion of the executive power emanates from the central state institutions.<sup>5</sup>

The responsibility for the regional development in Poland is with the state and the local authorities. Main levels of the authorities in Poland are:

- State (1 unit)
- Voivodships (16 units)
- Poviats (Powiaty) (315 units)
- Municipalities - Gminas (+/- 2500 units)

The governmental agency responsible for the general coordination of regional development is the Ministry of Regional Development. The general coordination and standardisation of Polish physical planning is the Ministry of Infrastructure (MI). But responsibility for the national physical (or spatial) development policy and other planning forms at this level lies with the Government Centre for Strategic Studies (GCSS).<sup>6</sup>

There are 16 regions in Poland, with their populations ranging from 1 to 5 million and areas from 10,000 to 35,000 km<sup>2</sup>. The regional self-government encompasses the Regional Assembly (parliament), and the Board of the Region (executive body), headed by the Voivodship Marshal. The regional self-government has full responsibility for strategic (comprehensive, socio-economic) and spatial (physical) planning at this level of the country's administrative division.

At this level the state also exercises its control functions (restricted mainly to public safety, building, environmental and health standards, general conformity of laws), through the regional representatives of the central government (called Voievodes). The regional body responsible

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<sup>5</sup> National Urban Policy of Poland, European Union Knowledge Network, <http://www.eukn.org/>

<sup>6</sup> Ibid

for planning is the Marshal's Office and its Department of Strategy and Development. Other institutions involved in formulating regional plans and their implementation and monitoring are largely independent. They include public institutions like regional development agencies, non-governmental organisations, foundations and private institutes.<sup>7</sup>

On the government level the regional development is coordinated by the Ministry of Regional Development. The Ministry has divided the responsibilities among different Secretaries and Undersecretaries. The specific responsibilities cover projects and tasks such as for example:<sup>8</sup>

- Coordination of the regional development programs,
- Monitoring the Integrated Regional Development Operational Program, Integrated Regional Operational Programme
- Monitoring the programs within INTERREG initiative, controlling the spends in line with the assumptions of the initiative,
- Coordination of the creation of the programs: European Territorial Cooperation, European Neighbourhood and Partnership Instrument,
- Negotiations with EU Commission,
- Preparing detailed guidelines for the preparation of Regional Operational Programmes,
- Coordinating the programming efforts for Regional Operational Programmes 2007 – 2013,
- The Operational Program for Development of Eastern Poland,
- Cooperation with the Ministry of Agriculture regarding the Sector Operational Programme for Fishery and Rural Development,

There are the following key documents coordinating the regional development:

- National Strategy for Regional Development (2003-2006),
- The Integrated Regional Operational Programme (ROP), cofinanced by Structural Funds, involves all 16 Polish regions in the programming period 2004-2006,
- Community Strategic Guidelines 2007-2013, (CSG)
- National Strategic Reference Framework 2007-2013, (NSRF)

The strategic goal of the National Strategic Reference Framework is a creation of the conditions for the growth of competitiveness of the

<sup>7</sup> National Urban Policy of Poland, European Union Knowledge Network, <http://www.eukn.org/>

<sup>8</sup> DECYZJA NR 1 MINISTRA ROZWOJU REGIONALNEGO z dnia 14 lutego 2007 r. w sprawie podziału pracy w kierownictwie Ministerstwa Rozwoju Regionalnego

Polish economy based on knowledge and entrepreneurship assuring an increase in the employment and in the level of social, economic and territorial cohesion of Poland within the European Union and inside the country.<sup>9</sup>

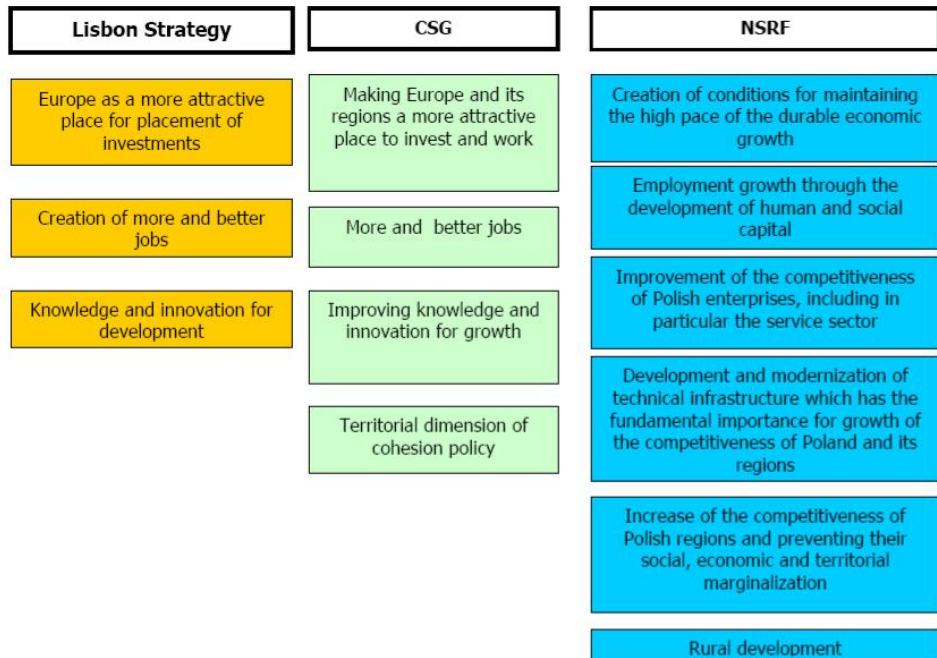


Figure 3 Relation of specific objectives of the NSRF to the priorities determined in the CSG and to objectives of the Lisbon Strategy (Source:<http://www.fundusze-strukturalne.gov.pl/English/National+Development+Plan/>)

In Poland there is almost 60 bln Euro to be used for development projects. There is also the possibility to use it for common public-private projects. National Strategic Reference Framework 2007 – 2013 consist of 4 central operational programmes, 16 regional operational programmes (ROP) and programmes under European Territorial Cooperation:<sup>10</sup>

- OP Infrastructure and environment 21 bln EUR
- OP Innovation Economy 7 bln EUR

<sup>9</sup> [http://www.fundusze-strukturalne.gov.pl/NR/rdonlyres/733590C1-490B-4902-B242-42E946DC315B/21234/NSRF\\_140206r.pdf](http://www.fundusze-strukturalne.gov.pl/NR/rdonlyres/733590C1-490B-4902-B242-42E946DC315B/21234/NSRF_140206r.pdf)

<sup>10</sup> J.Szymański: Public private partnership. Poland and Pomorskie background 2007-2013, [http://ec.europa.eu/regional\\_policy/conferences/od2006/doc/presentations/](http://ec.europa.eu/regional_policy/conferences/od2006/doc/presentations/)

- OP Human Resources 8 bln EUR
- OP East Poland Development 2 bln EUR
- 16 ROP 16 bln EUR
- European Territorial Cooperation 0,6 bln EUR

Operational Programme Infrastructure and environment has a priority axes directed at supporting different areas:

- Environment
- Transport
- Energy
- Culture and heritage
- Healthcare.

Operational Programme Innovation Economy indicates supporting areas like:

- SMEs
- R & D
- Innovation
- Information Society.

The strategic government documents are further detailed in documents dedicated to specific development aspects such as:

- Transport Policy of the State for 2006-2025 (adopted by the Council of Ministers on 29 June 2005),
- Strategy for Transport Development for 2007-2013 (draft of July 2005),
- National Reform Programme,
- The Operational Program for Development of Eastern Poland,
- The Strategy for the Rural Development and Agriculture for 2007-2013
- Regional Operational Programmes 2007-2013,

The second level of authorities under the state are the voivodships responsible for:<sup>11</sup>

- Economic development, including also international economic relations and regional promotion;
- Education: running post secondary schools, secondary and vocational schools, teacher training centres, Voivodeships libraries;
- Specialised health services, medical emergency and ambulance service;

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<sup>11</sup> Drs. G. den Boogert et al: Regional Governments in France, Germany, Poland and The Netherlands. Centre for Local Democracy, [www.hanse-passage.net](http://www.hanse-passage.net)

- Cultural: running cultural institution which have a regional service;
- Social welfare: counteracting unemployment;
- Modernisation of rural areas;
- Spatial development;
- Water management, land amelioration and maintenance of hydroinstallation;
- Sustainable development, environmental protection and management of natural resources;
- Development of regional infrastructure;
- The main actors in Polish regional government are:
- Regional council that is the legislative and supervisory agency of the area. Elects from among its members also the Chairman of the council and several Vice Chairpersons (constituting the Presidium of the Council),
- The Board of the Voivodeship that is Executive Committee of the Voivodeship,
- The Marshal who chairs the board and functions as “chief executive officer of the Marshal's Office of the Region, the employer of all Office staff, as well as director of institutions over which the Region has jurisdiction. Responsible for organising the work of the Board and the day-to-day operations of the Region and representing the Region,
- Governor is appointed by the Prime Minister upon nomination of the Interior Minister and responsible for protecting the interests of the state and coordinating the work of the government administration with the regional self-government.

In order to realize the regional development the voivodeship act as self-government authorities that obtain donations from the state budget to support the implementation of their own tasks resulting from voivodship strategies and programmes as well as the EU structured funds. The basis for obtaining the funds are in The Voivodship Contract which is an agreement used in supporting the regional development. The parties of the contract are: the Council of Ministers and Self-government. The Voivodship Contract has been based on: Act of May 12, 2000 on the regional development support rules, Directive of the Council of Ministers of December 28, 2000 on the adoption of the Support Program 2001-2000, Resolution No 105 of the Council of Ministers of December 28, 2000 on the adoption of the National Strategy of the Regional Development 2001-2006.

The Voivodship Contract defines the scope, procedure and conditions of tasks implementation resulting from the voivodship programmes, assisted by government and tasks supervised by proper ministers, assisted by self-government authorities and other entitled subjects.

The main purpose of the Voivodship Contract is to support the socio-economic development of the country and its regions for strengthening of competitiveness, growth of living and social standard, economic and territorial cohesion in internal relations as well as with states and regions of the European Community.

The main purpose has been realized by measures resulting from voivodship programmes, which shall concentrate on realisation of aims which are complimentary with priorities defined in the strategy.<sup>12</sup> There was a set of voivodship contracts for the programming 2004-2006, currently since spring 2007 a new process for voivodships contracts started for the programming 2007-2013.

Poland joined the European Community on May 1, 2004 and subsequently became eligible for support from the EU structural funds and Cohesion Fund. The primary objective of these funds is provision of assistance in reducing the development disparities between regions in order to strengthen the economic and social cohesion. When the EU structural funds 2007-2013 are considered the regional development is divided into the following three levels:<sup>13</sup>

- The 1<sup>st</sup> Level – Coordination,
- The 2<sup>nd</sup> Level – Management,
- The 3<sup>rd</sup> Level – Implementation.

The coordination is assured by the Ministry of Regional Development by the management of the National Strategic Reference Framework 2007-2013 and monitoring of the Regional Operations Programmes for all 16 voivodships. In order to coordinate the horizontal policies such as e.g. development policy, competitiveness policy, cohesion policy, the Coordination Committee is established. On the regional level the cohesion between the goals of the Regional Operational Programmes and the goals of the policies as e.g. agriculture, fishery, is assured by the governors of the voivodeships. The management is performed by the government for the National Strategic Reference Framework 2007-2013 and the governors of the voivodeship manage the Regional

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<sup>12</sup> <http://www.funduszezstrukturalne.gov.pl/English/Voivodship+Contract/>

<sup>13</sup> System wdrażania środków UE w okresie 2007-2013,  
<http://www.funduszezstrukturalne.gov.pl/>



Operations Programmes. The implementation could be delegated by the managing institution to so called intermediary institutions, however the responsibility lies with the managing institution.<sup>14</sup>

The examples of institutions involved in the regional development in Poland are presented in the below table:

Table 1 Institutions and organizations supporting regional development, supporting SME (Source: SME Poland - A Comparative Analysis of SME Strategies, Policies and Programmes in Central European Initiative Countries, <http://www.unido.org/en/doc/5058>)

Name	Description
<b>Regional Agencies</b>	
Regional Development Agencies (RDA)	Foundations and companies created by voivodship offices, Industrial Development Agency, local governments, majority of them associated (National Association of RDA), selected agencies supported by the Cooperation Fund (Business Support Centres, Local Development Agencies), other foundations and donors (Phare STRUDER Programme, World Bank - TOR10)
Business Support Centres (BSC),	Advisory centres (over 30) created by Regional Development Agencies and local chambers of commerce, located in various parts of the country, financed by the Cooperation Fund (SME/PSD Programmes), three Information Centres
Business Information Centres	
<b>Chambers/Associations</b>	
Convention of Polish Entrepreneurs, TradeSMEn and Food Producers	Entrepreneurs association (cross-sectoral)
Sectoral Chambers	

<sup>14</sup> Ibid

<b>Name</b>	<b>Description</b>
Polish Chamber of Commerce	Association of 500,000 companies and 60 regional chambers of commerce; business lobbying; international cooperation promotion; fairs
Union of Polish CraftSMEn	Organization of Polish craftSMEn (traditional)
Business Centre Club	Entrepreneurs association (leading Polish entrepreneurs)
Polish Federation of Independent Entrepreneurs	Association of entrepreneurs; representing entrepreneurs to government, collecting suggestions and views on legal changes (free-market)
Regional Chambers of Industry and Commerce	Over 60 throughout Poland
<b>Financial Institutions</b>	
Bank Gospodarstwa Krajowego	Bank operating at the national level
Caresbac - Polska	Venture capital company founded by CARESBAC (United States of America), the Cooperation Fund and USAID
Bank of Socio-Economic Initiatives (BISE)	Bank established by Caisse centrale de crédit coopératif, FISE partner
The Enterprise Credit Corporation	see: Polish-American Enterprise Fund
<b>Government Advisers</b>	
Voivodship Offices	Regional administration offices
Central Labour Office	Central administration office reporting to the Ministry of Labour; managing the network of voivodship and local labour offices in Poland; allocation of the Labour Fund which is partly used for start-up loans for the unemployed
Ministry of Labour and Social Policy	The Ministry responsible for labour market policy; SME development regarded as a means of unemployment counteraction; implementation of the World Bank Programme TOR 10 ('Micro Enterprise Development')

<b>Name</b>	<b>Description</b>
Ministry of Industry and Trade	The Ministry responsible for SME policy (Department of Industrial Strategy and Policy); coordination of SME support programmes (Phare-SME/PSD)
Ministry of Privatization	Department of SME Privatization - direct privatization of small and medium sized State-owned enterprises (through liquidation)
<b>Non-governmental organizations</b>	
Centre for the Advancement of Women	Foundation supported by the Governments of Norway, Canada, Switzerland, Batory Foundation
Foundation in Support of Local Democracy	Foundation established in order to promote local democracy and SMEs
NSZZ "Solidarność" Economic Foundation	Foundation supports SMEs through training, counselling, business data base
Polish-American Small Business Advisory Foundation	Foundation created by the Polish Chamber of Commerce and the Scientex Corp. (appointed by the US Congress)
Association of Organizers of Innovation and Enterprise Centres	Association established in 1992, promotion and support to Business incubators and Science Parks, cooperation with other institutions and donors (World Bank, EU)
Foundation for Social and Economic Initiatives (FISE)	Foundation established to support SME development, runs the network of the 14 Local Initiatives Agencies
Entrepreneurship Counsellors Association	Association of Polish trainers providing courses for SME support networks
<b>Other</b>	
MBA Enterprise Corps	Agency financed by USAID providing SMEs with consultancy (volunteers - American graduates of business schools)
Polish-American Enterprise Fund	Fund supported by the American Government and Congress (initial capital US\$240,000) - credits and education programmes for SMEs

<b>Name</b>	<b>Description</b>
Polish Business Advisory Service	Organization created and supported by the International Finance Corporation, EBRD, USAID and the Governments of Canada, Denmark and other countries
Citizen's Democracy Corps	Agency financed by USAID providing SMEs with consultancy (volunteers - senior business experts)
Polish-British Enterprise Project	British Know-How Fund Project (US\$19,500,000) cooperation with Lublin-Chelm Development Foundation and Bialystok Development Foundation.
Micro Fund	Credit programme financed by USAID
Regional Management Centres	Business schools supported by the British Know-How Fund
<b>QUANGOs - Quasi non-governmental organisations</b>	
Cooperation Fund -Euro info	Information Centre financed by Phare (Cooperation Fund)
Polish Agency for Regional Development	Government agency established in order to support 'risk' regions; implementation of STRUDER Programme and the Polish-Swiss Regional Programme
Agency for Industrial Development	Joint stock company created by the Government (State Treasury), Scientific Research Committee (KBN), supervised by the Ministry of Industry and Trade
Cooperation Fund Programmes, Local Initiatives Programme (LIP)	Foundation - assists the minister responsible for coordination of foreign assistance - implementation of Phare programmes (SME, PSD, LIP)
Polish Foundation for SME Promotion and Development	The foundation (registered on 5 September 1995) will form the key agency for the support and development of the Polish SME sector, policy towards the SME sector, lobbying; continuation of the SME/PSD PHARE Programmes, PSD Programme - Ministry Component (local mutual guarantee funds and other schemes), designing new programmes
Agency for Development of SME	Company established by Industrial Development Agency, managing Subcontracting Agencies Network (SAKK)

Another party influencing the regional development is The Polish Information and Foreign Investment Agency (Polska Agencja Informacji i Inwestycji Zagranicznych S.A. - PAIiZ) which exists to increase the inflow of foreign direct investment (FDI) by encouraging foreign corporations to invest in Poland. It serves to help them deal with all the administrative and legal procedures encountered during the investment process.<sup>15</sup>

PAIiZ offers investors:

- quick access to complex information regarding economic-legal investment environment,
- help in finding suitable partners and suppliers, and attractive investment locations,
- advice during each phase of the investment process.
- PAIiZ also acts as:
  - OECD contact point,
  - Secretariat of the Poland-Japan Economy Committee,
  - Secretariat of Promotion Network Poland.
- PAIiZ also promotes Poland's regions, by organising conferences, media and economic missions to Poland and abroad.

PAIiZ is creating a net of Regional Investor Assistance Centres (Regionalne Centra Obsługi Inwestora - COI) around Poland that will serve to improve the quality of investor's services in the regions, along with providing access to the latest information such as up-to-date investment offers and regional microeconomic data. These specialised offices, financed by the regional authorities, and employing staff trained by PAIiZ, also serve as links between the investor and the local authorities.

Besides the government and non-government organizations managing or influencing the regional development, the understanding of current situation of the regions development is important for the study of regional development in Poland. A specific feature of regional development in Poland is the differentiation in the advancement of the development, mainly due to the fact the large urban centres have generally benefited from post-communist transformation. This is particularly true for the big cities, e.g. Warsaw, Kraków, Poznań, Wrocław and Łódź. Regions with richer and more modern economic structures, higher qualified labour force, and better institutional and physical infrastructure have proved more attractive to both domestic

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<sup>15</sup> <http://www.paiz.gov.pl/>

and foreign investors. The dominance of Urban areas, in term of economic development is reflected in indicators such as share of GDP, and employment levels. Rural areas, predominantly in the eastern and northern parts of Poland, are handicapped by weak infrastructure, spares and poorly-qualified work forces and predominantly old-fashioned, highly fragmented agriculture which has lost the state subsidies on which it traditionally relied.<sup>16</sup>

There has been many government and regional initiatives to support those weaker regions. It is also reflected in the below map of regional support that was changed on 13<sup>th</sup> October 2006 and it is in line with the EU Commission guidelines for 2007- 2013. The size of the public support depends on the investment localization, size of the investment, qualified and the industry. The limits of the allowed public support for each region (voivodship) are defined on the map of public support. Due to the lower GPD in Poland comparing to other EU members, the limits are higher in Poland.<sup>17</sup>

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<sup>16</sup> M.Ferry: Regional Policy on the eve of EU membership: regional empowerment or central control?, European Policies Research Center, March 2004, p. 3

<sup>17</sup> <http://www.arp.gda.pl/pl/publikacje/page/2>

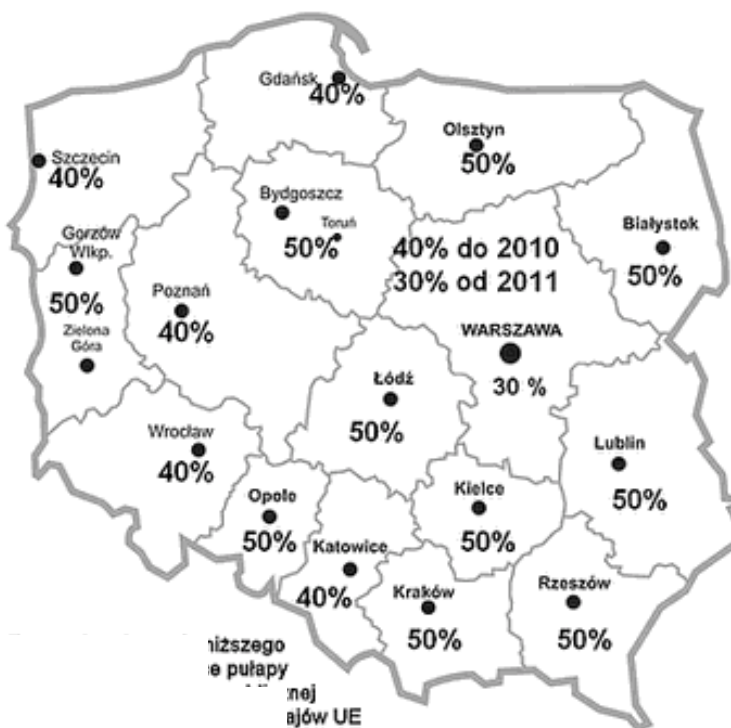


Figure 4 The map of regional public investors support for 2007-2013  
(Source: <http://www.arp.gda.pl/pl/publikacje/page/2>)

When discussing the regional development in Poland it is also important to mention that since June 2006 there has been a set of new regulations regarding private public partnership (PPP) that can significantly impact the regional development initiatives in the period 2007 – 2013. Legal background in Poland for the PPP projects. Before the 2005 there was no special law for PPP projects in Poland. The small number of common public and private projects was realized under existing law. It was mainly the public procurement act and the civil codex act. Since Poland joined the European Union the idea of preparing the legal framework for the cooperation between public and private entities came back with new dynamic. Parallel to implementing the structural funds during the Poland's first programming period the preparation for the new PPP framework started. Finally the parliament adopted the new act in July 2005. The act established the platform for realization of PPP projects. It was just the beginning, because of new requirements which were set up. According to the new act there was a need for more three regulations for creating PPP projects. The

executive regulations were adopted by the proper ministries in June 2006.<sup>18</sup>

In summary, since 1989 the Polish democracy has been built and the pre and post EU accession processes have significantly helped to create the regional development system by building adequate institutions, organizations, procedures, strategies and programmes. Currently Polish regional development system follows EU standards however there are many different actors taking a lot of different initiatives not always fully recognized by each other and coordinated. There are also still many laws, mentality, organizational culture and management skills related gaps that could be and should be closed by further cooperation with different, more experienced EU partners and projects.

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<sup>18</sup> J.Szymański: Czas na wspólne projekty partnerów publicznych i prywatnych (PL) by Jan Szymanski, [http://ec.europa.eu/regional\\_policy/conferences/od2006/](http://ec.europa.eu/regional_policy/conferences/od2006/)



## **4 REGIONAL DEVELOPMENT IN POMERANIA (THE POMORSKIE VOIVODSHIP)**

### **4.1 General**

The regional development in Pomerania (The Pomorskie Voivodeship) is within the responsibility of the regional self-government and the Marshal. Within the Marshal Office of The Pomorskie Voivodship there are two key departments for regional development:

- Department of Regional and Spatial Development,
- Department of Regional Programmes.

The Department of Economy Development also supports the regional development measures.

The Department of Regional and Spatial Development is responsible for strategic planning by designing the Regional Development Strategy for The Pomorskie Voivodship and preparing the reports on the strategy realization and base on the initiates the changes of the strategy.

The department also applies for and participates in the preparations and updates of the subject strategies or the regional operational programmes and assures their compliance with the Regional Development Strategy.

The department also participates in:

- analyzing the realization status of the subject strategies and the regional operational programmes and its impact on achievement of the Regional Development Strategy's goals,
- preparations of significant project for the Regional Development Strategy's goals,

Department of Regional and Spatial Development also implements the integrated monitoring of the regional development.

As the management body for the Regional Operational Programme creates it and serves the content-related process of the negotiations with EU Commission plus participates in different phases of its

realization. It participates also within INTERREG, European Territorial Cooperation, European Neighbourhood and Partnership Instrument.

The department also prepares, periodically evaluates the spatial plans for the voivodship and analyzes, studies the concepts and programs for spatial problematic areas, cooperates with local authorities and government on the local spatial planning.<sup>19</sup>

The main task of the Department of Regional Programmes is the implementation of the infrastructural Project realized within Pomorskie Voivodship area defined in the Integrated Regional Operational Programme (ZPORR), financed from the structural EU funds. Additionally the department:

- cooperates with the self-government in the preparation of the regional and sector programs financed from EU funds and in the management and implementation,
- informs the society of the region about the possibilities to co-finance projects realized within Integrated Regional Operational Programme (ZPORR),
- cooperates with other institutions and organizations in the region in order to distribute the information about other funds and programs.

The supporting and cooperating organization with the Marshal of Pomorskie Voivodship is Pomerania Development Agency Co.

The biggest department of Pomerania Development Agency Co. is The Regional Financial Institution (RIF), established in 2002 following an agreement signed by the Pomerania Development Agency Co. and the Polish Agency for Enterprise Development (PARP).

As a regional partner for PARP, cooperating with Pomeranian Voivodeship Self Government, the Regional Financing Institution manages and administrates EU programmes for micro, small and medium sized enterprises (SME), self governmental bodies, higher schools of education and institutions in the business environment. RIF accepts, verifies and assesses applications submitted under Structural Fund assistance programmes, discharging funds in case of some programmes.

Currently the main documents dictating the regional development in Pomerania are: Pomorskie Regional Development Strategy Pomorskie Regional Operational Programme for the period 2007-2013 (ROP).

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<sup>19</sup> <http://www.woj-pomorskie.pl/>

The strategic goal of the Pomorskie Regional Operational Programme for the period 2007-2013 is linked with the region's vision presented in the Pomorskie Regional Development Strategy:

“Pomorskie 2020 is a major partner in the Baltic Sea Region – a region of clean environment; high quality of life; growth based on the knowledge, skills, activity and openness of the communities; a strong and diversified economy; partnership; attractive and cohesive space; and cultivating its multi-cultural heritage, maritime and freedom traditions.”

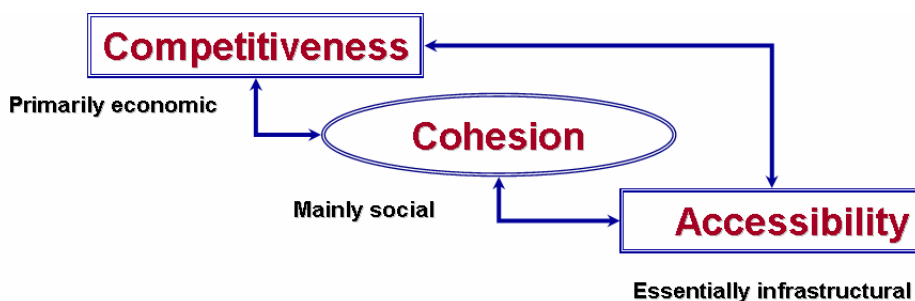


Figure 5 Strategic vision of the Pomorskie Region in 2020 (Source: P.Szczygiel: Meeting the Lisbon Strategy goals in Regional Operational Programme for Pomorskie Region for 2007-2013, Presentation: Open Days, Brussels, 12th October 2006)

The strategic goal of the Programme will be delivered through a number of specific objectives:<sup>20</sup>

1. To improve the competitiveness and innovation of the economy and increase skills levels of the population.
2. To improve the attractiveness of cities for investment and the links between them.
3. To improve the attractiveness for settlement and tourism.
4. To overcome development barriers in areas with structural weaknesses.

<sup>20</sup> J.Szymański: Public private partnership. Poland and Pomorskie background 2007-2013, [http://ec.europa.eu/regional\\_policy/conferences/od2006/doc/presentations/](http://ec.europa.eu/regional_policy/conferences/od2006/doc/presentations/)

## ROP strategic goals

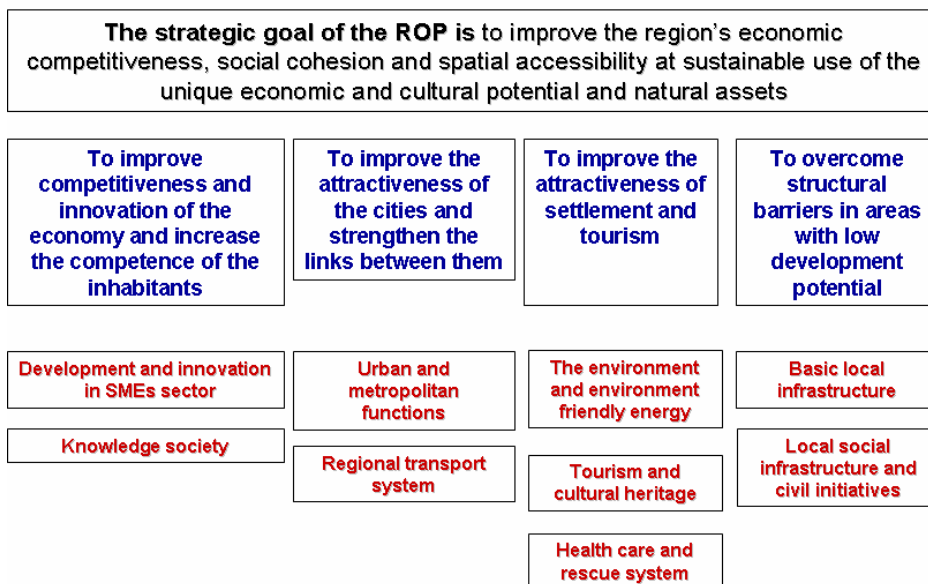


Figure 6 Regional Operational Programme for Pomorskie Voivodship (Source: P.Szczygiel: Meeting the Lisbon Strategy goals in Regional Operational Programme for Pomorskie Region for 2007-2013, Presentation: Open Days, Brussels, 12th October 2006)

The realization of those goals will be achieved by the following priority axis presented in the below table.

Table 2 Pomorskie Regional Operational Programme for the period 2007-2013 – priority axis (Source: [www.woj-pomorskie.pl](http://www.woj-pomorskie.pl))

Priority axis	Mln EUR ERDF	Share %
1 Development and innovations in the enterprises	185,9	21
2 Knowledge society	62	7
3 Urban and Metropolitan Functions	106,2	12
4 Regional transport system	203,6	23
5 The environment and environment friendly energy	62	7
6 Tourism and heritage	44,3	5
7 Health care and rescue system	35,4	4
8 Basic local infrastructure	123,9	14
9 Local social infrastructure and civil initiatives	35,4	4
10 Technical assistance	26,6	3
<b>TOTAL</b>	<b>885,1</b>	<b>100</b>

In May 2007 the Ministry of Regional Development started the negotiations of the Pomorskie Voivodship Contract for 2007. Comparing to previous years, the structure and the allocations of the funds has been changed within the contract.

There are funds allocated for three main goals:<sup>21</sup>

1. co-financing from the state budget the activities defined in the European programmes for 2004-2006 (including ZPORR),
2. financing multi-year (long term) investments (as described in the definition in the attachment 7 of the Act on Budgeting for 2000), there are the following investments:
3. Szpital Wojewódzki w Słupsku – Voivodship Hospital in Słupsk,
4. Centrum Traumatologiczne w Gdańsku – Trauma Centre in Gdańsk.

construction and modernization of the regional airports

Another document shaping the regional development is The Regional Innovation Strategy for Pomerania Voivodeship. In concern of regional firms innovation strengthening and better usage of regional R&D potential, in may 2003 the Pomorskie Voivodeships Executive Board initiated realization of Regional Innovation Strategy for Pomorskie Voivodeship (RIS-P). RIS-P strategy has been

<sup>21</sup> <http://www.dpr.woj-pomorskie.pl/>

unanimously approved by the Pomeranian Parliament on 22 of December 2004. RIS-P is a strategy based on action aiming at building the commercial advantage of Pomeranian Voivodeship at the national and European perspective. It is the core of the cooperation between the worlds of business, science and community home authorities in the field of innovation development.<sup>22</sup>

The mission of RIS-P is the development of competitive economy based on innovation in order to improve the level of life of the regional community.

The main aim of RIS-P is said to be the building of an effective and agile system of enhancing the innovation development to obtain the competitiveness of the region. The main aims of RIS-P are:

- Building agreement and partnership
- Building the culture of innovation
- Support of development of zones outside the 3-city region
- Development support for small land medium size business in the region

RIS-P priorities involve:

- Increase of the company abilities to introduce innovations
- Increase in utilization and growth of regional research and development potential
- Building the system of RIS-P implementation as the major condition of the strategy aim realization
- Priorities and aims of RIS-P are here described in detail.

The beneficiaries of RIS-P are:

- Regional companies (esp. little and middle size) interested in innovation utilization for building the commercial advantage at local, regional, national and international level
- Universities and research and development centres open to use the results of their work in economical implementation
- Institution for company support (chamber of commerce, financial institution, technology transfer units) enabling technology proliferation, know-how and financial projects and innovation projects
- Community home authorities, that are in possession of RIS-P documents, will be able to better control the regional development and win special external financing for the region
- Regional residents, obtaining the access to creative work requiring constant development and setting new challenges

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<sup>22</sup> <http://www.ris-pomorskie.pg.gda.pl>

and facilitating the obtaining the personal and professional advantage

Innovation strategies compose groundwork of general regional.

## 4.2 Regional Development organisations

The regional development organizations functions as part of the Marshal of Pomorskie Voivodship initiatives and as independent organizations. The supporting and cooperating organization with the Marshal of Pomorskie Voivodship is Pomerania Development Agency Co. Pomerania Development Agency [Agencja Rozwoju Pomorza S.A.], one of the pioneer agencies for regional development in Poland, launched its activities in 1992. It was formed on the initiative of the voivodship authorities actively supported by businesses representing the vital sectors of the regional economy: port operations, fuel and energy, finance, building, and consulting.

In The Pomorskie Voivodship there are many institutions and organisations which support entrepreneurship, and provide a broad scope of services e.g.: information services, training and education, consulting, financial research and innovation services. It is estimated that about 120 organisations are busy in supporting entrepreneurship. Those of highest significance are: regional development agencies, local government units, business support, associations and funds, business incubators, technology incubators, science and technology parks, technology transfer centres, loan and guarantee funds and venture capital. Since 1996 the Pomeranian organisations have operated within a National Service System managed by the Polish Agency for Enterprise Development. Within this system 12 Consultation Points operate. They provide information and consulting services for SMEs. Consultation Points work is coordinated by Pomerania Development Agency – one of the leaders in entrepreneurship support system in the region.

- The Office of the Marshal also organizes the Partner Search Forum for projects planned to be realized under EU Territorial Cooperation between 2007-2013. The self-government of the province will be a management and administration body of the Regional Operational Programme. The Partner Search Forum will be a supporting tool to identify the project planned for realization in the period 2007-2013 within:
- The Pomorskie Voivodship Regional Operational Programme,

- European Territorial Cooperation,
- European Neighbourhood and Partnership Instrument

The main functions of the Partner Search Forum are:

- support in the project preparation,
- efficient funds raising by the applicants (matching the applications with the proper EU programs),
- monitoring of the status of the project preparation by Department of Regional and Spatial Development and Department of Regional Programmes,
- consulting,
- identification of priority projects,
- help in networking with organizations from neighbourhood countries.

Additionally there are other organizations listed in the below table influencing the regional development.

Table 3 Public sector support organizations in Pomerania region  
(Source: table created by the author based on different web page's information – references provided in the text of the table)

Name	Description – type of support
The Polish Agency for Enterprise Development (PAED)	(PAED) is a governmental agency subordinate to the Minister of the Economy. Its task is the management of funds assigned from the State Budget and European Union for the support of entrepreneurship and the development of human resources, with particular consideration given to the needs of small and medium sized enterprises (SMEs). The objective of the Agency is the implementation of economy development programmes, in particular with respect to the support of: <ul style="list-style-type: none"> <li>- SME development,</li> <li>- Export development,</li> <li>- Regional development,</li> <li>- Application of new techniques and technologies,</li> <li>- Creation of new jobs, tackling unemployment and human resources development.</li> </ul>



<p>The Polish Information and Foreign Investment Agency (PAIIZ)</p>	<p>PAIIZ exists to increase the inflow of foreign direct investment (FDI) by encouraging foreign corporations to invest in Poland. It serves to help them deal with all the administrative and legal procedures encountered during the investment process.</p> <p>PAIIZ is creating a net of Regional Investor Assistance Centres (Regionalne Centra Obsługi Inwestora - COI) around Poland that will serve to improve the quality of investor's services in the regions, along with providing access to the latest information such as up-to-date investment offers and regional microeconomic data. These specialised offices, financed by the regional authorities, and employing staff trained by PAIIZ, serve as links between the investor and the local authorities.</p> <p>PAIIZ can help the enterprises with the following:<sup>23</sup></p> <ul style="list-style-type: none"> <li>- identification of potential business properties</li> <li>- liasoning with national, regional and local institutions</li> <li>- obtaining investment incentives</li> <li>- identification of a potential supplier</li> <li>- handling of investment incentives</li> <li>- assistance exploring new markets and creating partnerships for export growth</li> <li>- post-investment care</li> <li>- coordination of the negotiation process with 'large investors</li> </ul>
<p>Pomerania Development Agency Co.</p>	<p>SMEs assistance</p> <ul style="list-style-type: none"> <li>- offering advice on successful applying for EU grants</li> <li>- informing about EU Structural Funds and regulations of conducting business activities</li> <li>- organizing and hosting business missions</li> <li>- initiating and participating in regional projects focused on aimed at entrepreneurship development</li> <li>- monitoring Pomeranian SMEs sector</li> </ul> <p>Local authorities assistance</p> <ul style="list-style-type: none"> <li>- training specialists in successful EU funds obtaining and project management</li> <li>- providing assistance in obtaining external financing sources: preparing application forms and feasibility studies</li> <li>- advising on with investment offers and promotion</li> <li>- contacting with potential investors</li> </ul> <p>Investors assistance</p> <ul style="list-style-type: none"> <li>- informing about the economy of the region and available incentives</li> <li>- maintaining the database of the investment offers</li> <li>- assistance in finding business partners</li> <li>- organizing investors' visits to the region<sup>24</sup></li> </ul>

<sup>23</sup> <http://www.paiz.gov.pl/>

<sup>24</sup> <http://www.arp.gda.pl/>

Investor Information Centre	<p>COII is the regional partner of Foreign Investment Agency (PAIILZ). It operates on the territory of Pomorskie Voivodeship, within the structures of Pomerania Development Agency, on a non-profit basis.</p> <ul style="list-style-type: none"> <li>- maintaining the database of Pomeranian investment offers</li> <li>- promoting investment opportunities of Pomeranian gminas</li> <li>- preparing reports and studies about regional economy and society</li> <li>- informing about legal framework of conducting business activity in Poland and available incentives and support</li> <li>- contacting foreign entrepreneurs with potential business partners</li> <li>- organizing foreign investors' visits to the region</li> <li>- organizing and hosting business missions<sup>25</sup></li> </ul>
Regional Financing Institution	<p>The Regional Financial Institution (RIF) is the biggest department of Pomerania Development Agency Co., established in 2002 following an agreement signed by the Pomerania Development Agency Co. and the Polish Agency for Enterprise Development (PARP). As a regional partner for PARP, cooperating with Pomeranian Voivodeship Self Government, the RFI manages and administrates EU programmes for micro, small and medium sized enterprises (SME), self governmental bodies, higher schools of education and institutions in the business environment. RIF accepts, verifies and assesses applications submitted under Structural Fund assistance programmes, discharging funds in case of some programmes.</p>
Pomeranian Regional Development Agency (PRDE S.A.).	<p>PRDE (in Polish: PARR S.A) initiates, promotes and supports all types initiatives dedicated to wide scope of regional development. PRED is an administrator of Slupsk Special informs and consults enterprises, local self-governments, farmers and other organizations. PRDE applies for funds (including EU funds), realizes projects and help to gain funds by different institutions. PRDE projects influence the promotion of the region, support for creation of SMEs and development of the existing enterprises.<sup>26</sup></p>

<sup>25</sup> <http://www.arp.gda.pl/>

<sup>26</sup> <http://www.parr.slupsk.pl/>

<p>Stupsk Special Economic Zone</p>	<p>Stupsk Special Economic Zone is administrated by the Pomeranian Regional Development Agency (PRDE S.A.). The principal role of PRDE S.A. as the zone administrator is to undertake all necessary actions aimed at managing and developing the zone.</p> <p>Some of the most essential responsibilities of the administrator are:<sup>27</sup></p> <ul style="list-style-type: none"> <li>- securing access to the technical infrastructure for investors by developing existing structure and building new ones,</li> <li>- conducting all necessary legal procedures connected with opening a business in the Zone,</li> <li>- providing assistance in planning investments ( issuing the necessary documents concerning the regulations for the developing of the property, giving permissions for general construction, finding sub-contractors for: preparing technical designs, construction supervision, building infrastructure and other types of construction etc.),</li> <li>- providing assistance to foreigners (or companies controlled by foreigners) who are in the process of applying for permission (from the Ministry of the Interior and the Administration) allowing them to purchase property or shares,</li> <li>- promoting investments in the Zone among Polish and foreign entrepreneurs,</li> <li>- many years of experience and partnership between PRDA S.A. and the national government, local governments, job centres, training centres, educational centres and notary offices allow the Agency to provide investors with thorough business consulting and assistance.</li> </ul>
<p>The Pomeranian Special Economic Zone (PSEZ)</p>	<p>The Manager of the Zone is the Pomeranian Special Economic Zone limited liability company with its headquarter in Sopot.</p> <p>PSEZ encourages to invest on the territories characterized by attractive industrial localizations in the rural districts of Krokowa, Gniewino, Chojnice, Człuchów, Łysomice and Tczew and in the municipalities of Gdansk, Tczew, Kwidzyn, Starogard Gdanski, Malbork, Sztum and Stargard Szczecinski.</p> <p>The territories of our Zone are located in the areas with rich industrial traditions, well developed and complex transport infrastructure as concerns the sea, railway, road and air transport.<sup>28</sup></p>

<sup>27</sup> <http://www.sse.slupsk.pl/>

<sup>28</sup> <http://www.strefa.gda.pl/>

Gdansk Science and Technology Park	Part of the PSEZ structures playing the following functions: <ul style="list-style-type: none"> <li>- High-tech Start-ups Incubator,</li> <li>- Technology Transfer centre,</li> <li>- Centre for Advanced Technologies,</li> <li>- Conference and Training centre,</li> <li>- A small hotel for researchers,</li> <li>- PSEZ office.</li> </ul>
Cooperation Fund -Euro info	Information Centre financed by Phare (Cooperation Fund)
Polish Agency for Regional Development	Government agency established in order to support 'risk' regions; implementation of STRUDER Programme and the Polish-Swiss Regional Programme
Agency for Industrial Development	Joint stock company created by the Government (State Treasury), Scientific Research Committee (KBN), supervised by the Ministry of Industry and Trade
Cooperation Fund Programmes, Local Initiatives Programme (LIP)	Foundation - assists the minister responsible for coordination of foreign assistance - implementation of Phare programmes (SME, PSD, LIP)
Polish Foundation for SME Promotion and Development	The foundation (registered on 5 September 1995) will form the key agency for the support and development of the Polish SME sector, policy towards the SME sector, lobbying; continuation of the SME/PSD PHARE Programmes, PSD Programme - Ministry Component (local mutual guarantee funds and other schemes), designing new programmes
Agency for Development of SME	Company established by Industrial Development Agency, managing Subcontracting Agencies Network (SAKK)

Euro Info Centre	<p>Gdańsk Euro Info Centre PL415 belongs to a network of about 300 Euro Info Centres located in all countries of Western and Central Europe. This network operates under the auspices of the European Commission (Enterprise and Industry Directorate General) which co-ordinates, manages and co-finances the Euro Info Centres.</p> <p>Euro Info Centres inform, advise and assist small and medium-sized enterprises in all European Union matters. They answer questions, organize seminars, publish bulletins and guides. Euro Info Centres provide enterprises with information and advice on European regulations, public procurement, European programs and financing, searching for partners and many other EU-related matters. Euro Info Centres are hosted by local organisations such as Chambers of Commerce, development agencies etc. and operate close to the small and medium-sized enterprises in their region.<sup>29</sup></p>
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<sup>29</sup> <http://www.euroinfo.gda.pl/>



## 5 DEVELOPMENT MEASURES

Analyzing the development measures focused on logistic and ICT development, currently being taken in Pomerania region, the following projects and their characteristics has been identified in the below table:

Table 4 Logistics and ICT development measures in Pomerania (The Pomorskie Voivodship) (Source: created by the author base on different web page information – references provided in the text of the table)

Development measure name	Period	Characteristics
VASAB 2010	1992 - continues	Strategies around the Baltic Sea, 2010 – co-operation on spatial planning and development between the countries around the Baltic Sea. Intergovernmental multilateral co-operation of 11 countries of the Baltic Sea Region in spatial planning and development. Guided by the Conference of Ministers responsible for spatial planning and development (Sixth Conference in Gdansk, 19 September 2005). Steered by the Committee on Spatial Development of the Baltic Sea Region (CSD/BSR) composed of representatives of respective ministries and regional authorities (Germany, Russia). <sup>30</sup>

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<sup>30</sup> <http://www.vasab.org/>

RISP	2004 - continues	<p>Regional Innovation Strategy for Pomerania Region - The project aimed to widen and improve Regional Innovation Strategy for Pomerania Region, established by Pomerania Assembly in December 2004, by enriching the European experience and cooperation with partner region.</p> <p>RISP project intensified the initiated process of creating the regional innovation system, supporting invention and technology transfer as well as establishing and growing small and medium enterprises, implementing product development, technological and organisational innovations.</p> <p>An important aspect of the RISP project was innovation knowledge transfer from European Union partner regions, managed by study visits to both Poland and the United Kingdom.</p> <p>Objectives of the project:</p> <ul style="list-style-type: none"> <li>- Improvement of the cooperation between key regional actors interested in innovation development,</li> <li>- Stimulating exchange of experience and cooperation with other European regions,</li> <li>- Improvement of the social-economic situation in the Region in order to gain competitive advantage.<sup>31</sup></li> </ul>
A1 Motorway	Oct'05 Dec'08	<p>One of the largest infrastructure road projects currently in progress in Poland. Phase 1, 90 km, of the northern section of the A1 project between Gdańsk and Nowe Marzy.</p> <p>The company Gdańsk Transport Company holds the concession to design, build, operate, and finance a new segment of the motorway from Gdańsk to Toruń totalling approximately 152 kilometres. Is a special purpose company set up in 1996 to pursue the Autostrada A1 project. The concession was granted in 1997. The term 'concession' stands for an administrative decision issued by the concession-giving body, in this case the then Ministry of</p>

<sup>31</sup> <http://www.cto.gda.pl/index.php?id=115&L=1>



		<p>Transport and Maritime Economy (now Ministry of Transport). The concession was issued for a specific term and will expire in 2039. The company's Partner in the PPP project is the Ministry of Transport represented by the General Directorate for National Roads and Motorways.</p> <p>The Concessionaire's role involves raising the finance to construct and operate the motorway, providing the design, preparing the technical documentation, obtaining the necessary permits, executing the construction to schedule as well as taking care of the motorway management and maintenance – all focused on delivering the services which will make the road infrastructure available to the users<sup>32</sup></p>
Port Gdynia	2004-2015	<p>Investment of the sea Port Gdynia regarding logistics development:<sup>33</sup></p> <ul style="list-style-type: none"> <li>- Investments in 2004-2006: <ul style="list-style-type: none"> <li>o Kwiatkowskiego Road - phase III</li> <li>o Reconstruction of Wiśniewskiego Street</li> <li>o Road Network in the Wendy-Wiśniewskiego Axis - phase I</li> <li>o Ro-Ro Terminal Enlargement -phase II</li> <li>o Existing Ferry Terminal Enlargement</li> <li>o Dutch Quay Reconstruction</li> </ul> </li> <li>- Investments in 2007-2015: <ul style="list-style-type: none"> <li>o Road Network in the Wendy-Wiśniewskiego Axis - phase II</li> <li>o Extension of Bulgarian Quay and New Handling Yards</li> <li>o Logistics Centre Infrastructure</li> <li>o Modernisation of Pomeranian Quay</li> <li>o New Ferry Terminal Construction</li> <li>o Deep-water Access to Basin III</li> </ul> </li> </ul>

<sup>32</sup> <http://www.a1-autostrada.pl/en/d47/>

<sup>33</sup> [http://www.inloc.info/material/6\\_investment\\_of\\_port\\_gdynia.pdf](http://www.inloc.info/material/6_investment_of_port_gdynia.pdf)

DCT Gdańsk	2004 - 2007	<p>Deepwater Container Terminal Gdańsk Co - In Gdańsk Port the biggest investment project of highest priority is the building of a deepwater container terminal of target capacity at the level of one million TEU. The investor is the British consortium Deepwater Container Terminal Gdańsk Co., which has already started the first stage of the investment aimed at construction of two facilities of total re-loading capacity 500,000 TEU, including one adapted to handling ro-ro vessels. In the direct neighbourhood of the terminal, a logistic and distribution centre is to be built, which will contribute to better attractiveness of the port and which will become an essential link in the logistic chain between the EU countries and Russia, Byelorussia and Ukraine. It is an important piece of information for investors who plan their expansion in this direction. The plot designated for the centre (ca 134 ha), has now been zoned as a special economic zone pursuant to the Law of 20 October 1994 on special economic zones. Realisation of the planned port infrastructure investment project will shift the port's profile from bulk cargo handling, mainly reloading of oil and coal, towards a universal port.<sup>34</sup></p>
UBC	1991 - continues	<p>The Union of the Baltic Cities (UBC) was founded in Gdańsk, Poland in September 1991 with the aim of developing cooperation and exchange between its member cities. The main goal of the UBC is to actively contribute to the democratic, social, economic and environmentally friendly development of the Baltic Sea area for the benefit of the citizens living in the region. UBC also watch over the interests of its member cities towards the national governments and international bodies.</p> <p>The UBC has numerous activities. It coordinates projects and promotes exchange of know-how and experiences between the cities by organising seminars and courses and publishing newsletters.</p>

<sup>34</sup> [http://www.arp.gda.pl/en/dokumenty/inwestycje\\_zagraniczne](http://www.arp.gda.pl/en/dokumenty/inwestycje_zagraniczne)

		The Union has thirteen working Commissions, each led by 1-2 member cities. These are the Commission on Business Cooperation, Culture, Education, Energy, Environment, Gender Equality, Health & Social Affairs, Information Society, Sport, Tourism, Transportation, Urban Planning, Youth Issues. <sup>35</sup>
SEBco	Jan'06 Dec'07	<p>INTERREG IIIB-Project - City-hinterland cooperation as motor for regional development in the South Eastern Baltic:<sup>36</sup></p> <ul style="list-style-type: none"> <li>- enables medium-sized cities to become motors for regional development in the South Baltic Arc,</li> <li>- uses and establishes networks of cooperation on regional level between cities and their hinterland as well as on international level within the South Baltic Arc,</li> </ul> <p>concentrates on issues that are in the competence of local and regional partners (new city-suburban alliances, development of large-scale industrial areas, revitalisation of secondary railway lines, internationalisation of small and medium-sized enterprises) in order to achieve concrete results. 14 partners cooperating in the project from Germany, Poland, Latvia, Lithuania and Russia. The Ministry of Transport, Building and Regional Development Mecklenburg - Vorpommern (Germany) acts as lead partner</p>

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<sup>35</sup> <http://www.ubc.net/>

<sup>36</sup> <http://www.sebco.eu/>

Adriatic-Baltic Landbridge	Jun'06 Apr'08	INTERREG IIB CADSES Programme, will conduct a pre-feasibility analysis for the development of Landbridge connections, which link Northern Europe and the Mediterranean with global markets, and which foster increased regional economic cohesion for Western and Eastern CADSES countries, thru investment in sustainable transport modes, especially sea and rail. The project will analyse 3 A-B Landbridge corridor itineraries in terms of current (2006) and expected (2010, 2020) modal supply and demand, logistics considerations, and spatial planning scenarios. The project includes 6 CADSES member states: Italy, Slovenia, Austria, Germany, Czech Republic, Poland, for a total of 23 partners <sup>37</sup>
ESPON	2002 - continues	The European Spatial Planning Observation Network (ESPON) is set up to support policy development and to build a European scientific community in the field of territorial development. The main aim is to increase the general body of knowledge about territorial structures, trends and policy impacts in an enlarged European Union. <sup>38</sup>
InterBaltic	Dec'05 Dec'07	Intermodality and Interoperability in the Baltic Sea Region. The InterBaltic project is initiated by the CPMR Baltic Sea Commission and seconded by the Baltic Development Forum based on the assumption that there will be a huge increase in transportation and logistics related to the Baltic sea region. This situation will affect business development and living conditions in general, and thus the call for important political decisions. The main focus of the project will be to develop practical actions in a partnership between the public and private sector based on a common strategic platform. The project complies with TEN, Motorways of the Sea, The Northern Dimension and national/supranational politics and objectives. The project consists of 4 Work Packages (WP) which will:

<sup>37</sup> <http://www.ablandbridge.eu/>

<sup>38</sup> <http://www.espon.eu/>

		<ul style="list-style-type: none"> <li>- design common strategies and prerequisites for actions based on existent information and analyses</li> <li>- build an ICT framework for intermodal transport planning in the region</li> <li>- bring strategies and plans onto concrete actions based on groups of key products</li> </ul> <p>The project involves 43 partners from all the countries in the region, except Belarus. But project activities will also include this country and other non-partners. Also, there are three partners from Russia and they can participate according to Tacis programme conditions. A "High Level Group" will secure mutual understanding and political acceptance.<sup>39</sup></p>
InLoC	Aug'04 Jan'07	<p>Networking Logistics Centers in the Baltic Sea Region. The InLoC project creates better conditions for logistics operations in the Baltic Sea region by enhancing networking between logistics centres and their interest groups. The project is divided into 4 work packages, the objectives of which are to:</p> <ul style="list-style-type: none"> <li>- Improve the networking and operation of ports, logistics centres and other logistics operators,</li> <li>- Create conditions for the spatial integration of logistics operations, to analyse spatial and environmental consequences of logistics centre development and to remove bottlenecks in port-hinterland-logistics centre connections,</li> <li>- Enhance co-operation of logistics companies by improving the compatibility of different ICT-based networks, and</li> <li>- Educate and disseminate knowledge and potential of LCs and logistics in general.</li> </ul>

<sup>39</sup> <http://www.interbaltic.net/>

LogVAS	Sept'05 Feb'08	Logistic potentials for value added services in port-located areas - The LogVAS project is an INTERREG III B project involving 25 partners in seven different countries. LogVAS is to create an information basis, which makes it possible to identify logistic potentials for value added services in port located areas in the Baltic Sea region. Therefore it is necessary to develop a traffic model as well as logistic maps, which make the benefit of value added services for potential users transparent and point out economic as well as political planning strategies. <sup>40</sup>
Strategic Logistics Alliance Hanse Passage	finished	The international project "Strategic Logistics Alliance HANSE-PASSAGE" - funded under the INTERREG IIIc HANSE-PASSAGE Programme - presents a strategic network approach in order to contribute to an increase of network qualifications, process capabilities, institutional qualifications within the various logistics competencies in the regions of the HANSE-PASSAGE. The project results will enable the port regions as logistic hubs to advance with their strategic regional development approaches on the basis of the experience of the other regions. The inter-regional co-operation shall be continued on the basis of the developed communication network. The LOG-ALL has focused on the improvement of regional logistic profiles in the partner regions. As an efficient basis for the further development of logistic in the partner regions it is necessary to have a precise knowledge of the logistic sectors in the partner regions – for internal regional as well as for external regional development processes. With the results out of the LOG-ALL, the regions will be prepared to improve their individual regional strategies for the logistic sector. <sup>41</sup>

<sup>40</sup> <http://www.logvas.com/index.php?id=42>

<sup>41</sup> <http://www.hanse-passage.net/>

BalticBroadband	Jun'06 Jan'08	<p>Baltic Rural Broadband Project - Baseline of the project is the lack of broadband supply in rural areas as a result of economic regards of national telecommunication providers. The project is aiming on investment planning in broadband infrastructure in all participating regions. It is expected that these investments will be carried out as far as profitability is proved. Business and operating models shall be developed in the project too. Still during the runtime of the project they will be the basis for negotiations with private investors or the creation of private- public operation structures.</p> <p>Thus the project shall create self sustainable structures for investing in and operating decentralized market oriented provider models. Broadband access in rural areas may even have a higher potential than in urban areas since the advantage to bridge distances within the areas &amp; between rural and urban areas creates an added value.<sup>42</sup></p>
Baltic Gateway +	Jun'06 Dec'07	<p>Baltic Gateway PLUS: Implementation plan for realizing the Baltic Gateway Quick Start. Baltic Gateway PLUS is a follow-up project to the Baltic Gateway project. The project has the following aims:</p> <ul style="list-style-type: none"> <li>- Develop an implementation Plan for priority investments in intermodal transport infrastructure and services in the South Baltic Sea area (SBSa) as identified in the Baltic Gateway project</li> <li>- Provide a base for capacity building among the actors involved in intermodal transport and sustainable spatial development in SBSa.</li> <li>- Contribute to the development of implementation measures for transnational projects.</li> <li>- Strengthen the political transport co-operation in the South Baltic Sea</li> </ul>

<sup>42</sup> <http://www.balticbroadband.net/index.php?id=3>

		<p>area.</p> <ul style="list-style-type: none"> <li>- Facilitate implementation of selected transport infrastructure investments and intermodal transport services.<sup>43</sup></li> </ul>
BaSIM	Sep'04-continued	<p>Baltic Sea Information Motorways<sup>44</sup></p> <p>The project is divided into four integrated WPs giving the following expected outcome:</p> <ul style="list-style-type: none"> <li>- Standardised ICT architecture: Defined in a concept and exemplified demonstrated in an agreed and harmonised ICT pilot.</li> <li>- Supply chain security: Supporting new processes and procedures based on laws and regulations of Port and Supply Chain Security.</li> <li>- Maritime Transport Corridor Development: Innovative maritime transport corridor concepts and strategies to create the frame for efficient maritime transports.</li> <li>- Supporting information services: Simplification and speeding up the implementation phase of new logistics applications and processes between partners in the BSR and also to a wider market.</li> </ul>
e-UW	Apr'05 Dec'07	<p>Project is part of EU structural funds: The Sectoral Operational Programme "Improvement of the Competitiveness of Enterprises, years 2004-2006", also referred to as "Union for enterprising people – the competitiveness programme"<sup>45</sup></p> <p>Project characteristics:<sup>46</sup></p> <ul style="list-style-type: none"> <li>- 12 voivodship offices, Budget: 23,7 mln zł</li> <li>- Lider: <a href="http://www.szczecin.uw.gov.pl">www.szczecin.uw.gov.pl</a></li> <li>- Integrated IT system for supporting entrepreneurs: central e-forms system, integrated workflow system, central repository of electronic documents</li> </ul>

<sup>43</sup> <http://www.balticgateway.se/descriptionwp1.htm>

<sup>44</sup> <http://www.basim.org/>

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<http://www.funduszestrukturalne.gov.pl/English/SOP+Improvement+of+the+competitiveness+of+enterprises/>

<sup>46</sup> A.Walentyowicz: Administration to Business State-of-Art in the Region of Pomerania. BizPoint International Conference / Santiago de Compostela – Spain 15th February 2007



		<ul style="list-style-type: none"> <li>- Horizontally integrates voivodship offices</li> <li>- Unified solution on national level</li> <li>- Secure computer network</li> <li>- Hardware and software participants,</li> <li>- Broadband internet connection</li> <li>- Central antivirus solution</li> <li>- Computer room</li> </ul>
ELEDOPIS	Mar'05 Dec'07	Projects submitted to II call on Februar2005
EOD	Mar'05 Mar'07	<p>Stages:<sup>47</sup></p> <ol style="list-style-type: none"> <li>1.Modernization of telecommunication infrastructure,</li> <li>2.Acquisition of computer hardware and system software</li> <li>3.Acquisition and implementation of electronic document workflow system</li> <li>4.Implementation of PKI security system</li> <li>5.PIAP's</li> </ol> <p>Budget of both projects: 5,6 mlnzł 75 % Financial support form the European Union</p>

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<sup>47</sup> Ibid

e-Gdansk – European On-line Metropolis	in progress	Benefits and aims: <sup>48</sup> <ul style="list-style-type: none"> <li>- On-line services: e-office, e-work, e-economy</li> <li>- New Public Point for Internet Access,</li> <li>- Budget: 5 070 555,39 PLN,</li> <li>- To raise efficiency of the city council,</li> <li>- To support entrepreneurs and investors,</li> <li>- More info kiosks in the city,</li> <li>- <a href="http://www.gdansk.pl">www.gdansk.pl</a></li> </ul>
GCWP	Launch date: Feb 2007	Gdynia centre for entrepreneurship support: <a href="http://www.gcwp.gdynia.pl">www.gcwp.gdynia.pl</a> , In one place: <ul style="list-style-type: none"> <li>- registration, change, closing SME.</li> <li>- the City Council of Gdynia</li> <li>- Social Insurance Institution (ZUS)</li> <li>- Statistical office</li> <li>- Tax office</li> <li>- Other institution supporting entrepreneur</li> </ul>
Pomorskie Gateway <a href="http://www.wrotapomorza.pl">www.wrotapomorza.pl</a>	Mar'05 Mar'06	Marshal's Office of the Pomorskie Voivodship is the project originator and leader: <sup>49</sup> <ul style="list-style-type: none"> <li>- The regional A2B, A2C i A2A system</li> <li>- The web portal of regional information</li> <li>- The Digital Office-25 procedures available</li> <li>- The vertical and horizontal integration platform</li> <li>- Open Sources software based</li> </ul>
Baltic MaSTER	Jul'05 Dec'07	Maritime Safety - Transport and Environment in the South Baltic Sea Region. Baltic Master aims to improve maritime safety by integrating and bringing forward local and regional perspectives. This includes measures to improve the prevention and the preparedness for ship accidents. <sup>50</sup>
PLATO		Plato is an international programme made up by and for people running small and medium enterprises: <sup>51</sup> <ul style="list-style-type: none"> <li>- is a complete 9-month training programme created for the needs of the SMEs. The Plato training concept covers: Strategy, Marketing&amp;Sales,</li> </ul>

<sup>48</sup> e-Gdansk – European On-line Metropolis, <http://www.gdansk.gda.pl/>

<sup>49</sup> Op. cit.: A.Walentynowicz

<sup>50</sup> [http://www.balticmaster.org/general.aspx?page\\_id=3](http://www.balticmaster.org/general.aspx?page_id=3)

<sup>51</sup> <http://www.plato-pl.com/>

		<p>Finances and Human Resources, adapted to the needs of the Polish SMEs and to the specifics of the Polish market.</p> <p>- is the coaching and tutoring done by “parents” from experienced Polish and Belgian companies. The parents come from successful companies with a worth-sharing experience. The participating companies are divided into groups and each group of SMEs has two tutors: one Belgian and one Polish. Their task is to moderate and to manage the group meetings, to motivate and coordinate the participants into applying the knowledge.</p>
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Besides the current projects there are projects under preparation or in the application stage or pilot stage. The ones identified during the LogOn workshop performed on 18<sup>th</sup> August 2007 were:

- “Baltic - Link Motorways of the Sea Karlskrona – Gdynia”<sup>52</sup>

The project was submitted to the governments of Sweden, Poland within the area of Euroregion Baltic on 8th January 2007.

The project is a maritime section of the North-South Transport Corridor that connects the Scandinavian countries with Central and Southern Europe along the axis Gothenburg-Karlskrona in Sweden via Gdynia-Łódź-Katowice in Poland with further connections through the PAN European Corridor VI to the Adriatic Sea and via other transport links to the Black Sea. In the area of the Baltic Sea the corridor consists of two TEN-T ports of category A, Gdynia in Poland and Karlskrona in Sweden. In Sweden the corridor consists of road 27 and the railway Coast-to-Coast line. In Poland the corridor (PETC VI) consists of the already TEN-T priority projects:

- no 25 -Motorway Axis Gdynia/Gdańsk – Brno/Bratislava-Vienna
- no 23 the Railway Axis Gdynia/Gdańsk-Warsawa-Brno/Bratislava-Vienna
- “Broker Pomorski”<sup>53</sup>

<sup>52</sup>

<http://www.balticgateway.se/PDFs/Case%203.4%20b%20Tore%20Alm%C3%B6v%20Michal%20Gogol.pdf>

<sup>53</sup> A.Kłós: „Broker Pomorski” Poprawa dostępu do usług informacyjnych oraz doradczych. Agencja Rozwoju Pomorza S.A., Jachranka 12 lipca 2007

The project is led by Pomerania Development Agency Co. in order to improve entrepreneurs' accessibility to information and consulting services. The aim of the project is to increase the competitiveness of the Pomeranian companies.

[www.MadeinPomorskie.pl](http://www.MadeinPomorskie.pl): The project is led by Pomerania Development Agency Co. and creates an economy internet portal for entrepreneurs and investors.

"invest@pomorskie": The project is planned by Pomerania Development Agency Co. within Regional Operation Plan for 2007-2013 (ROP) in order to identify the priority economy and industry sectors, most attractive for investors, to be promoted and market for investors in a coordinated way by all authorities and representatives of the Pomorskie Voivodship.

## 5.1 Case studies

The purpose of this report is to give examples on possible modes for regional development and to share knowledge on existing practices in the BSR. The case studies presented here are measures believed to have value as examples for others. The basis for the selection was the discussions with regional development experts in the region and the feedback from companies. There were two cases selected one related to logistics infrastructure and one related to ICT to connect business to administration (B2A). The criteria for choosing those two cases were focused on the need for the project's outputs, their criticality and impacts to Pomerania region development as well as their management.

### 5.1.1 Port of Gdynia - Logistic Centre Infrastructure<sup>54</sup>

The project focuses on the Port of Gdynia and the region weakness which is lack of professional logistic centres and advances logistic services.

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<sup>54</sup> The entire text of the subchapter has been prepared base on materials provided by the Port of Gdynia Authority and participation of the Port of Gdynia representative in DEMIA workshop

The project was initiated in November 2005 and the application to The Maritime Economy Ministry of Poland was issued in June 2006 by Port of Gdynia Authority and now it is a half way through with a target to complete the preparation phase in October 2008 and then finish the construction works in July 2010. The responsible party is Port of Gdynia Authority and the project is planned to be partly financed from EU structural funds, cohesion fund. The project is classified under the priority VII: Environment friendly transport, activity 7.4. Intermodal transport development. The main elements are presented in the logical framework below.

Table 5 The case study's logical framework: The Port of Gdynia Logistic Center

Attribute	Indicators	Information Source	Preconditions/ External factors
<u>Overall objective:</u> increase the competitiveness of the Port of Gdynia in the Baltic Sea Region and in the corridor VI of TEN-T in order to: (1) support the development of intermodal transport, specially the ship-rail type of transportation, (2) increase the attractiveness of Poland for investors to increase number of jobs.	Investments in the Port of Gdynia Logistic Center, new jobs on the market, increase volume of cargo turned in the port	Contract signed with the Port of Gdynia Authority, investor announcements, Port of Gdynia statistics	Available infrastructure such as access to main transport routs, railway connections, space for warehouses, supplies of water, energy, gas. Attractive legal conditions for investors to enter the logistic center.
<u>Purpose:</u> create technical and legal conditions in Port of Gdynia to develop multi-company logistic center	Number of sqr meters of ground available for investors, km of railway and roads	The Port of Gdynia Authority	Availability of technical design, construction permit and contract sign with the construction companies
<u>Output:</u> the Port of Gdynia and the region will have modern logistic center that is required for the development and competitiveness of Poland, specially Pomerania region and the port itself, because it delivers solutions for transportation and logistics connections	Benefits for the region are new investments and jobs, the benefits for the port are increased turnover of cargo	Contract signed with the Port of Gdynia Authority, investor announcements, Port of Gdynia statistics	(1) Good promotion for the port and logistic center and realized investments, effective management of the logistic center (2) Legal status of the grounds in the port - owned by the state and can't be purchased, only long term rent contracts are possible
<u>Activities:</u> prepare design and technical documentation, gain construction permit, perform application works, prepare RFQ and auction documentation, announce the auction, the offers assessment + acceptance of the auction results, sign the contract with the developer, construction, promotion activities, sign contracts with investors	Input: The overall budget is estimated for 18,1 mln Euro brutto,	Records of the project, results of audits	EU funds approved, investors interested in the rent contracts

**Relevancy:** During the A-B Landbridge Project, in the study of The Gdańsk Institute for Market Economics in Poland on the competitiveness of regions in Poland, during the LogOn Baltic Project and in many other studies it was proven that the Port of Gdynia does

not offer logistic infrastructure required in modern logistic process. The lack of the logistic infrastructure decreases the competitiveness of the port, region and Poland as well as decreases the investors' attractiveness.

**Impact:** Meeting the purpose of the project will trigger and drive the investments in the Port of Gdynia area and they will create new jobs, bring know-how, create conditions for intermodal transport, attract freight forwarders and transport companies to turn cargo in the port of Gdynia. Increased turnover will generate capital for further port and region development. Those investments will also generate demand for construction materials, IT hardware and software, warehouse and transport equipment. That demand will positively impact the development of Polish economy.

**Effectiveness:** The output of the measure could be seen in two phases: (1) the built infrastructure and legal conditions, (2) have investors signing contracts and constructing warehouses and developing advanced logistic services. The planned infrastructure includes:

- Main communication route and connecting roads – 2,3 km
- Network of railway & ramps for intermodal operations – 4,4 km;
- Public parking and manoeuvring lots for trucks – 6 200 m<sup>2</sup>;
- Exchange and levelling lands – 276 000. m<sup>3</sup>;
- Structuring the water system – 1,7 km;

Building the tele-technical, power, water, savage infrastructure - 15 km, including 4 power transformer stations

The project plan is very logical, have strong port and region authority support, many of the activities are already well progressed, the project management is driven and motivated and thus the project is likely to reach its purpose through the planned outputs.

**Efficiency:** The efficiency of the project activities is mainly dictated by the formal and legal requirements and legal procedures related to the design and technical documentation, permits and assigning funds, organizing open auction for developers. All of them consume a lot of time for documentation preparation and a lot of time waiting for formal authority decisions. So far the management of the project itself is very efficient as it utilizes current resources available in the structure of the Port of Gdynia Authority.

**Sustainability:** First of all the nature of the measure supports its sustainability because it offers attractive solutions for investors, plus the design and technical documentation respects Polish, EU low

regulation related to environment protection, safety and many others. Additionally there is ongoing promotion of the project via web site, brochures, seminars, EU funded projects, authorities and further strong promotion is planned. The important condition is the Polish economy situation of constant growth which strongly supports the sustainability of initiatives like modern logistics centre by assuring demand for its services. Additional factor is the currently constructed motorway A-1 which will potentially generate more demand for logistic services in the region.

**Summary:** The project has been well planned, managed and it is well aligned with the city, region and country strategy and projects. The project purposes meet the market need and requirements for advance logistics services. It is so far in schedule, design and technical documentation are ready. The key expected challenges are the formal procedures in issuing permits as well as approving funds. There is also expected challenge: attracting investors to invest on the rented (not owned) lands.

#### 5.1.2 Project: e-UW – electronic interfaces between administration and business (A2B)<sup>55</sup>

The e-UW project name is an abbreviation of Polish words e-Urząd Wojewódzki, meaning electronic office of voivodship government administration. It is a project realized in parallel in 13 out of 16 voivodships in Poland. The Pomorskie Voivodships participates in the project. The project is co-finance from EU funds – European Regional Development Fund (75%) and Polish government budget (25%), the non-classified expenses from the voivodship office's budget. The project was initiated in May 2005 when the initial concept was defined. The Pomorskie Voivodship joined the project by signing agreement in June 2005. The project plan ends by the beginning of 2008. The main elements of the project are presented in the logical framework below.

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<sup>55</sup> The case study was performed base on: A.Walentynowicz: op.cit. ; D.Miazga: Zintegrowana platforma obsługi przedsiębiorstw przez urzędy wojewódzkie „e-Urząd Wojewódzki”, Wrocław 29/03/2007. and data publisher in materials: [http://bip.szczecin.uw.gov.pl/bip/chapter\\_8341.asp](http://bip.szczecin.uw.gov.pl/bip/chapter_8341.asp), <http://www.konkurencyjnosc.gov.pl/>, as well as discussions during DEMIA workshop

Table 6 The case study's logical framework: The e-UW project

Attribute	Indicators	Information Source	Preconditions/ External factors
<p><b>Overall objective:</b> improve the conditions of the Polish economy by establishing a friendly, environment for the development of entrepreneurship and an increase of the competitiveness of Polish companies by providing effective, low cost government administration service and procedures for entrepreneurs, increase number of companies using Internet, provide reference registers of companies, increase the effectiveness of administration</p>	<p>Number of matters solved on-line: 8400, Number of administrative procedures, available to entrepreneurs on-line: 12.</p>	<p>The e-UW system records</p>	<p>Dynamic changes in the low system determining necessity of changes in the IT systems</p>
<p><b>Purpose:</b> create an integrated, Internet based information platform to ease and improve contacts between entrepreneurs and the administration: the voivodship offices</p>	<p>number of voivodship offices servicing entrepreneurs via 12 on-line procedures</p>	<p>The e-UW system records</p>	<p>Training and promotion of the e-UW system for entrepreneurs</p>
<p><b>Output:</b> country wide unified IT solution for communication between entrepreneurs and administration, horizontal integration of voivodship offices</p>	<p>Number of: internet portals (2), electronic form systems (2), procedures (12), workflow systems (13), document repositories (13), scanning software OCR (13), electronic signature certifications (130), electronic signature data bases (26), server's operation systems (109), anti-virus systems (403), office software (390), servers (62), discs matrixes (13), back up systems (13), equipment for electronic signatures (260) firewall, IDS, anti-virus, access systems (37), network equipment (37), coding systems (13), PCs (390), scanners (138), printers and copiers (26) broadband connections (13), rooms (13)</p>	<p>Records of the project and the partners (voivodship offices)</p>	<p>preparation of very complex and significant size documentation for the vendor selection and approval processes (auctions)</p>
<p><b>Activities:</b> Tasks 1: Integrated IT system for supporting entrepreneurs: central e-forms system, integrated workflow system, central repository of electronic documents, Task 2: Secure computer network, antivirus solution, system PKI, Task 3: Hardware and software participants, Task 4: Broadband internet connection, Task 5: Computer room</p>	<p><b>Input:</b> The overall budget is estimated for 23,7 mln PLN, <b>Participants:</b> the leader and coordinator of the project is the West-Pomerania Voivodship Office in Szczecin cooperating with 12 other offices in Poland, headcount: 7 project employees, <b>Indicators:</b> project activities and financial schedules,</p>	<p>Records of the project, results of audits</p>	<p>Coordination of all 13 voivodship offices and ministries monitoring the project. Aligning the technical requirements and solutions to the current business, administration and legal needs.</p>

**Relevancy:** The LogOn Baltic ICT Survey report as well as the ESPON project and statistical government data clearly show that ICT development in Poland is far behind EU state members, especially in the western part of Europe. This situation creates costs and decreases competitiveness of Polish enterprises. Additionally the complex low system, time consuming administration procedures are main areas



pointed by investors as disadvantages of Polish market and entire economy. Therefore project such as e-UW bringing on-line procedures for entrepreneurs is necessary and needed on the market.

**Impact:** There are four directions of impacts expected from the e-UW project: (1) simplify and shorten 12 administration procedures which are in scope of the project thus reduce costs to entrepreneurs, (2) increase control in the workflow of documents what drives discipline and efficiency in the administration processes, (3) promote Internet use by entrepreneurs and ease access to information, (4) increase effectiveness of administration by improved processes supported by IT solutions / reduced costs.

**Effectiveness:** The output of the measure could be seen in two phases: (1) the construction of the Internet based information platform, (2) have the administration and the entrepreneurs actively using the on-line solutions. The effectiveness could be assessed after the benefits to administration and entrepreneurs are known and compared to the costs of the project. The plan and the assumptions of the project prove it should be effective however the big challenge is the effective implementation from both perspectives:

- the ability and flexibility of the platform and processes to adjust to the law and environment changes,
- the mental change in the administration and society (change acceptance and adaptation).

The project plan is logical, meets the IT project management standards, have strong management by the Project Office in Szczecin, run by experts from the Voivodship Information Technology Centre. Many of the activities are already well progressed, including the partners agreements, funding agreement and vendor selection and approval. The challenges come from the fact there is 13 different voivodship offices involved in the project and they are localized in many different parts of Poland. Additionally recent changes of the government might have a slow down impact on the project.

**Efficiency:** The efficiency of the project activities is mainly dictated by:

- the formal and legal requirements and legal procedures related to the design and technical documentation, organizing open auction for vendors,
- coordination of many different partners participating in the project,
- strong dependency on the law regulations.

- So far the management of the project itself is efficient and progress in the project is visible.

**Sustainability:** The project's objective is well aligned with the entrepreneurs needs and also with the strategies of the Polish government, Pomerania region and EU therefore it is supported by all stakeholders and this support assures it sustainability. Additionally the ICT development is the market trend so the need for A2B type of solution will exist for relatively long time.

**Summary:** The e-UW project will have multi-direction impacts on the economy and administration bringing new quality and new technology into the cooperation between administration and entrepreneurs. The project's solution will also integrate horizontally the voivodship administration and drive standardization of administrative procedures and then it could be a catalyst for the gaps and weaknesses of the Polish law. There is a big potential in the project but there are also significant challenges related to the implementation, flexibility of the platform in adapting to changes as well as related to the mental and organizational barriers both in administration and in the society.

## 6 CONCLUSIONS

Since 1989 the Polish democracy has been built and the pre and post EU accession processes have significantly helped to create the regional development system by building adequate institutions, organizations, procedures, strategies and programmes. The Pomorskie Voivodship is fully integrated into the Polish regional development system and Lisbon Strategy. There are key institutions and organizations managing as well as supporting the regional development at the strategy as well as operational programmes level. Besides the regional self-management government and local authorities, there has been 15 different key organizations identified in Pomorskie region that support the regional development measures. There are significant EU funds involved in the regional development. Currently the new programming period for 2007 – 2013 has been started and Pomorskie negotiates the funds and voivodship contracts. The decentralization implemented for the new programming period gives responsibility for preparation and realization of the regional development measures to the Pomorskie Self-government.

Analyzing the measures currently being taken and the ones implemented within past 6 month, there have been 24 regional development measures identified in Pomerania that relate directly or indirectly to logistics and/or ICT. There are 17 logistics related measures and 6 ICT related projects (besides the national ICT projects). One project relates both to logistics and ICT. Some of the measures are not specifically focused on logistics however they were included into this study because they could be applied to or influence logistic companies too. The highest number of projects are groundwork / studies and business environment - international projects. There are only few projects that bring direct benefits for companies or developing entrepreneurs. Not all of them answer the immediate needs of companies, related to the priorities such as transport and logistic infrastructure, logistic centres or improved procedures and ICT solutions for A2B, A2C. Their effectiveness and impacts are not measured from the business needs perspective. The companies operating in the region are not very active in influencing the regional development measures.

Currently Polish regional development system follows EU standards however there are many different actors taking a lot of different initiatives not always fully recognized by each other and coordinated. One way of sharing knowledge could be to include a concise and informative databank on development efforts in this region in the Internet. In the Pomorskie Voivodship there is a data base: Pomorskie Partner Search Forum (Pomorska Baza Projektów) being created recently. It is focused on: The Pomorskie Voivodship Regional Operational Programme, The European Territorial Cooperation, The European Neighbourhood and Partnership Instrument projects only but there is not a consolidated source of information where all regional development measures – regardless what is the source of financing – could be found. Additionally there are efforts required to make the entrepreneurs familiar with the data base and make it a life tool.

There are also still many laws, mentality, organizational culture and management skills related gaps that could be and should be closed by further cooperation with different, more experienced EU partners and projects.

Specifically for Pomorskie Voivodship the regional development related to logistics and ICT has got very clear priorities that were defined by three different researches: by The Gdańsk Institute for Market Economics in Poland in 2005, LogOn Baltic Expert Interview and LogOn Baltic DEMIA workshop. The new projects and development measures in the region should focus on:

- transport infrastructure:
  - connecting Port of Gdańsk with motorway A1,
  - connecting industry and logistic centres such as Kwidzyn, Pruszcz Gdański, Starogard Gdański with motorway A1,
  - building city rings,
- developing logistic infrastructure:
  - promoting Port of Gdynia logistic centre to attract investors to invest in the area prepared by the port,
  - build required infrastructure for Port of Gdańsk logistic centre,
  - developing intermodal (sea-railway) transport infrastructure including terminal,
  - leverage the competitive industry and economy sectors and coordinate the marketing & promotion of the region by all authorities of the region with focus to investment attractiveness related to logistics.

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## APPENDIX

### Appendix 1 Logical framework and analysis

It is important to keep the Logical Framework concise: It should not normally take up more than two sides of paper. The Logical Framework should also be treated as a free-standing document thence it should be comprehensible to reading it for the first time. It must be kept under regular review and amended whenever the measure changes its direction.

Summary of the contents of a Logical Framework are found in the following table.

Attribute	Indicators	Information sources	External factors
Overall objective	What are the quantitative ways of measuring, or qualitative ways of judging, whether these broad objectives are being achieved? (estimated time)	Cost-effective methods and sources to quantify or assess indicators	What external factors are necessary for sustaining objectives in the long run?
Purpose	What are the quantitative measures or qualitative evidence by which	Cost-effective methods and sources to quantify or assess indicators	(Purpose to overall objective) What conditions external to the project are necessary if achievements of the project's purpose is to contribute to reaching the overall objective?

	achievement and distribution of impacts and benefits can be judged (estimated time)		
Output (Results)	What kind and quantity of deliverables and by when will they be produced? (quantity, quality, time)	Cost-effective methods and sources to quantify or assess indicators	Delivery to Purpose): What are the factors not within the control of the project which, if not present, are liable to restrict progress from deliverables to achievements of the purpose?
Inputs/ Activities	This may include a summary of the budget, number of personnel, separate actions that are carried out etc..	Costs	(Activity to deliverables 1) What external factors must be realised to obtain planned deliverables on schedule? 2) What kind of decisions or actions outside the control of the project are necessary for inception of the project?

The **overall objective** of the measure describes the developmental benefits that the target group(s) can look forward to gaining from the measure. It seeks to answer the question: what kind of change is looked for with the development measure?

The **purpose** of a development measure means the changes in behavior, structures of capacity of the target group(s) that directly result from development activity. It describes the meaning of the measure.

The **outputs** describe the goods and services, i.e. the direct deliverables contributed on the side of the development measure. This field shall express the nature, scope and intensity of the support or the solution offered by the development measure.

The **Inputs/Activities** are tasks or efforts carried out by the measure in order to achieve and obtain the outputs. On the other hand this

describes the actions that are carried out through the measure and on the other hand the resources that are used in those actions.

The LF method is best used in addition to other methods and more specific questions based on the evaluation criteria. The criteria for evaluating the Development Efforts in this study comprise of five elements:

- Relevance
- Impact
- Effectiveness
- Efficiency
- Sustainability

These aspects reflect the research questions presented in the beginning of this document and describe the interdependency and causality between the different aspects of the Logical Framework.



**LogOn Baltic Publications** (as of 30.11.2007)LogOn Baltic Master reports

- 1:2007 Developing Regions through Spatial Planning and Logistics & ICT competence - Final report  
Wolfgang Kersten, Mareike Böger, Meike Schröder and Carolin Singer
- 2:2007 Analytical Framework for the LogOn Baltic Project  
Eric Kron, Gunnar Prause and Anatoli Beifert
- 3:2007 Aggregated logistics survey report (*working title*)  
Håkan Aronsson and Naveen Kumar
- 4:2007 Aggregated ICT survey report (*working title*)  
Eric Kron and Gunnar Prause
- 5:2007 Aggregated Expert interview report (*working title*)  
Matti Takalokastari

LogOn Baltic Regional reports**Development Measure Impact Analysis (DEMIA)**

- 10:2007 REGIONAL DEVELOPMENT IN THE SOUTHERN METROPOLITAN REGION OF HAMBURG, GERMANY - Development Measure Impact Analysis (DEMIA) on regional development related to logistics and ICT  
Janina Benecke, Jürgen Glaser and Rupert Seuthe
- 11:2007 REGIONAL DEVELOPMENT IN MECKLENBURG-VORPOMMERN, GERMANY - Development Measure Impact Analysis (DEMIA) on regional development related to logistics and ICT  
Gertraud Klinkenberg
- 12:2007 REGIONAL DEVELOPMENT IN ESTONIA - Development Measure Impact Analysis (DEMIA) on regional development related to logistics and ICT  
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- 13:2007 REGIONAL DEVELOPMENT IN SOUTHWEST FINLAND - Development Measure Impact Analysis (DEMIA) on regional development related to logistics and ICT  
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- 18:2007 REGIONAL DEVELOPMENT IN ÖSTERGÖTLAND, SWEDEN - Development Measure Impact Analysis (DEMIA) on regional development related to logistics and ICT  
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**ICT surveys**

- 20:2007 ICT SURVEY IN THE SOUTHERN METROPOLITAN REGION OF HAMBURG, GERMANY  
Wolfgang Kersten, Meike Schröder, Mareike Böger, Carolin Singer and Tomi Solakivi
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