

Poland's experience with industrial policy

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CAPACITY BUILDING WORKSHOP:

COMPETITIVENESS AND NEW INDUSTRIAL POLICY

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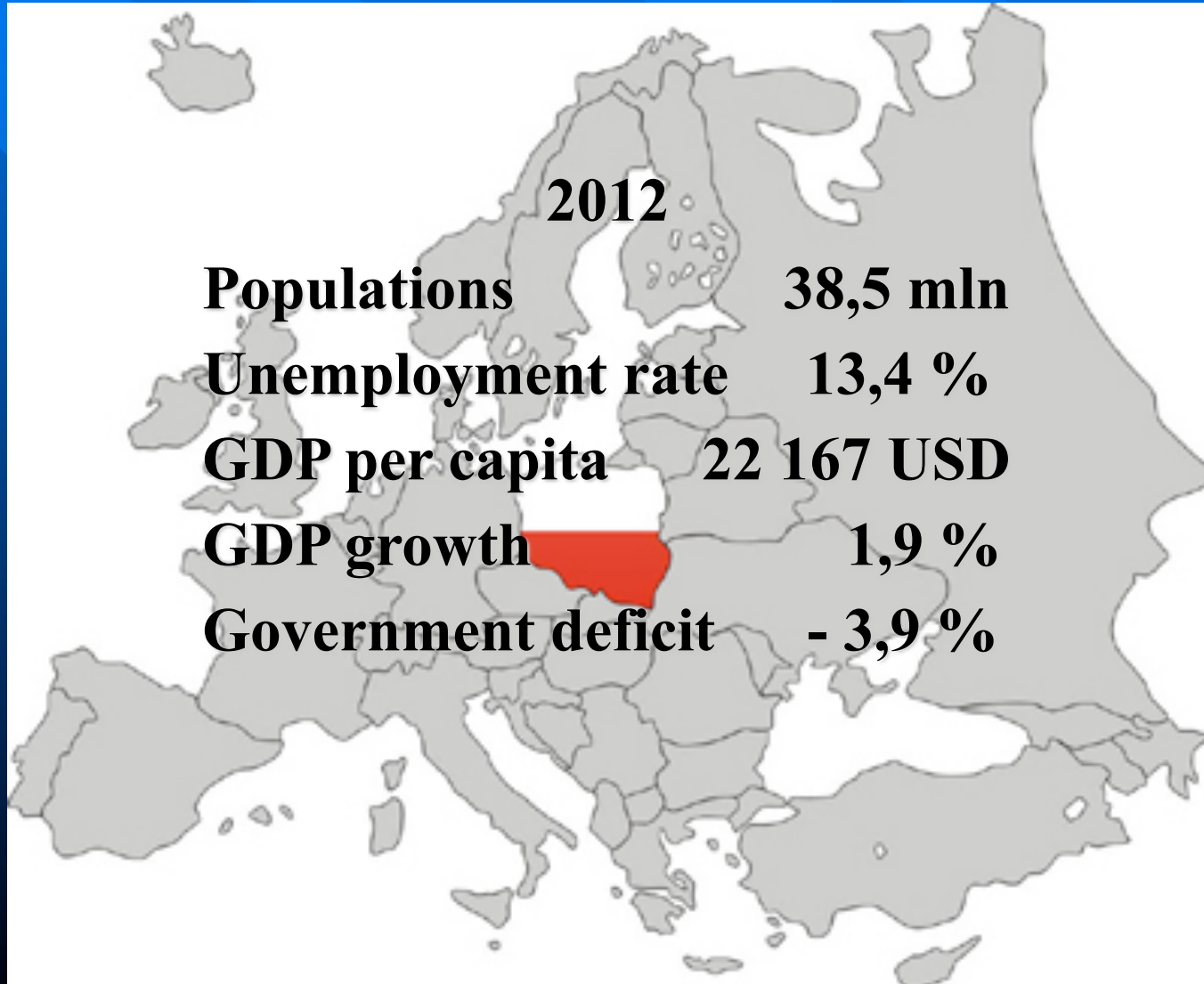
Presentation Plan

- Poland in brief
- Industrial policy in Poland
– from sectoral to horizontal
- Horizontal industrial policy in Poland
- Strategic planning – final status
- Evaluation culture

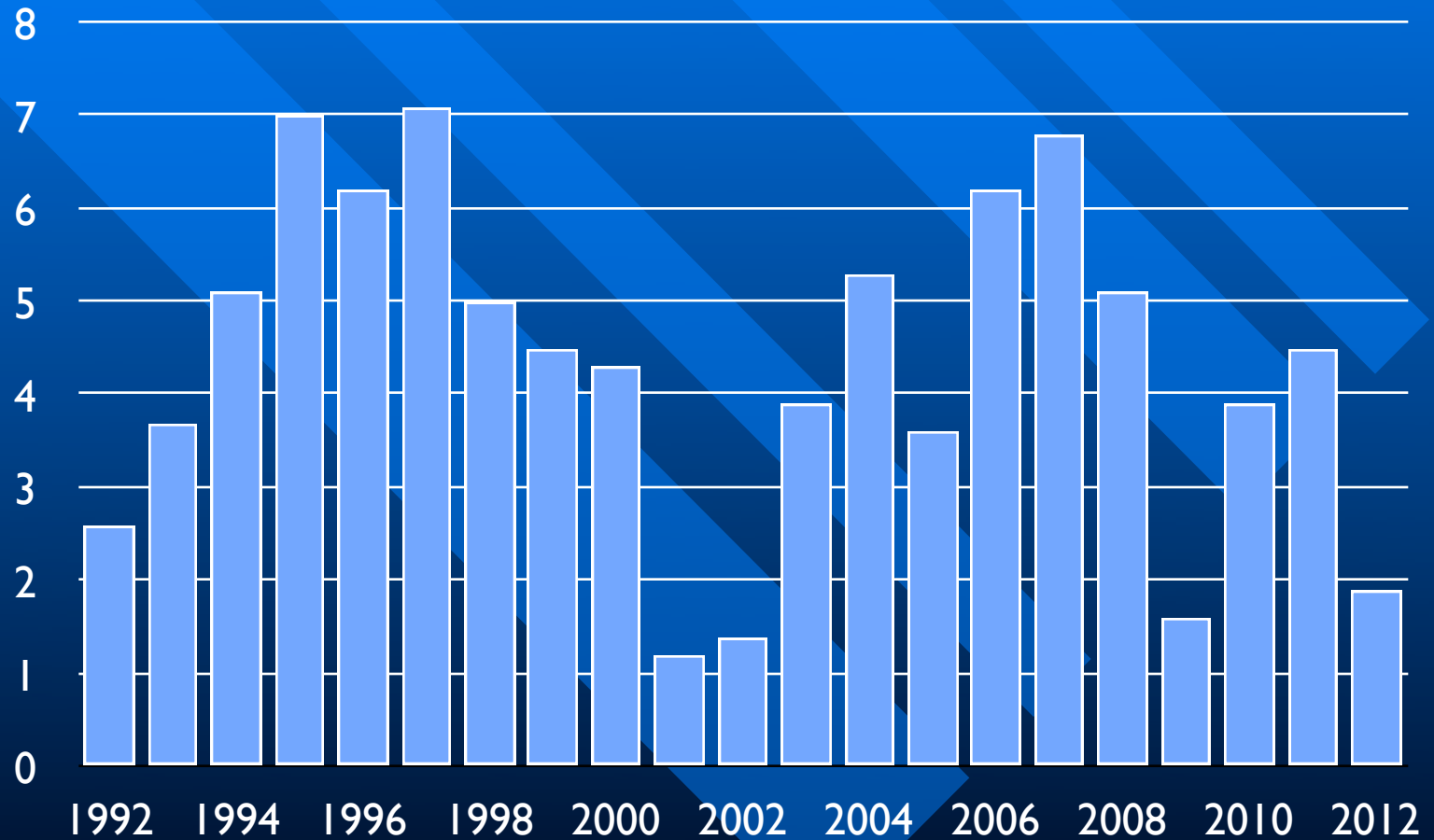
Polish modern history



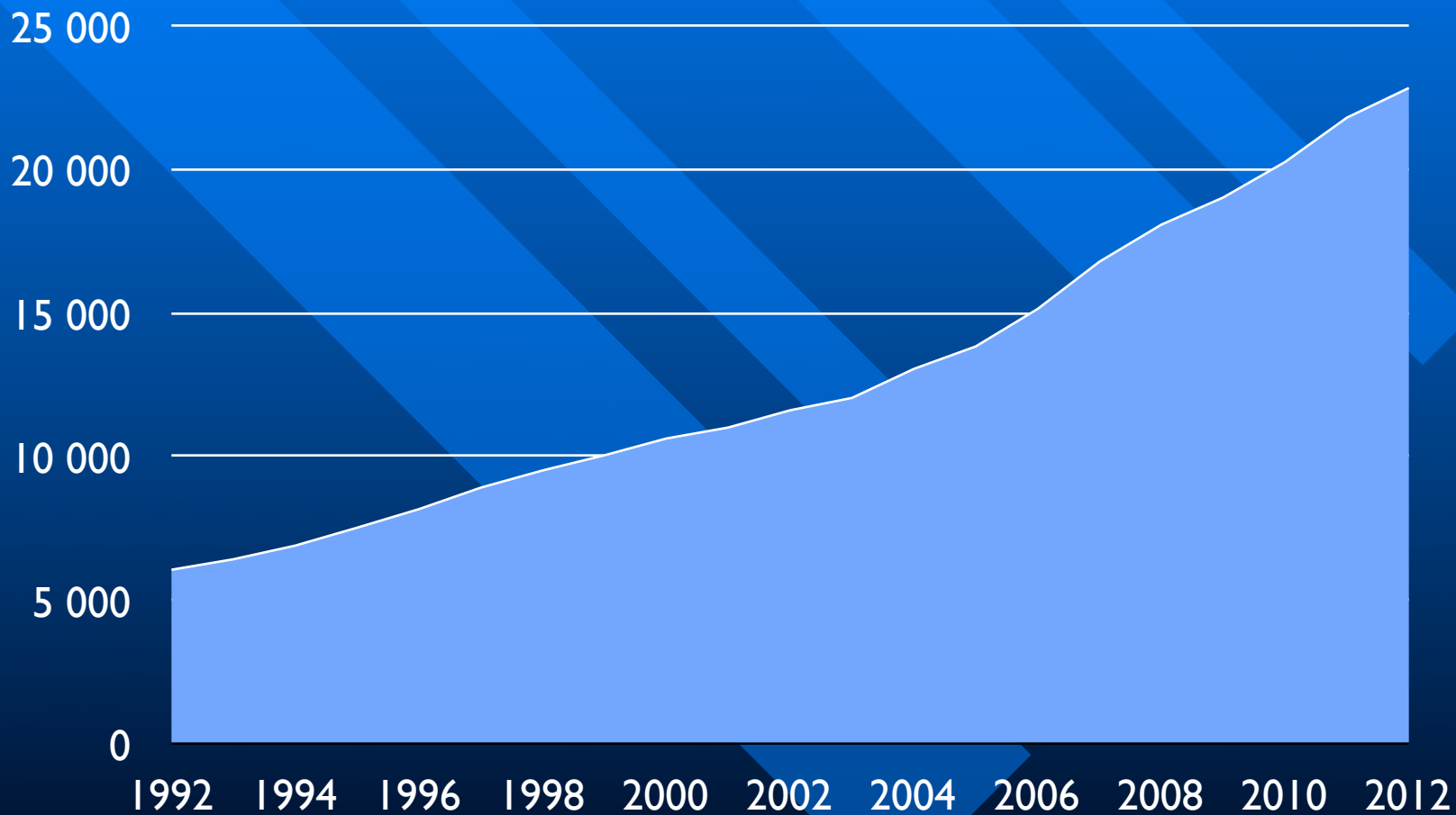
Poland in brief



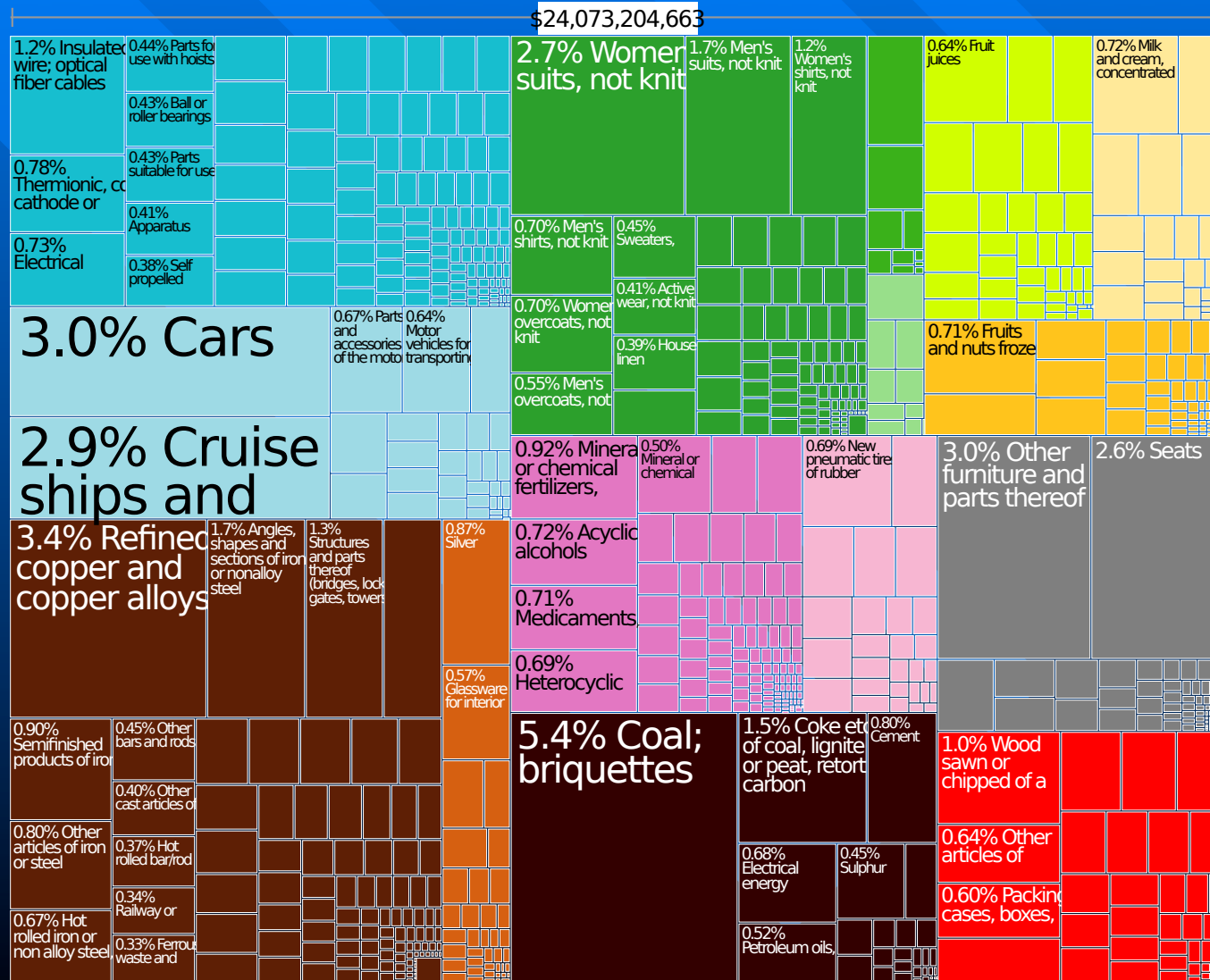
GDP growth in %



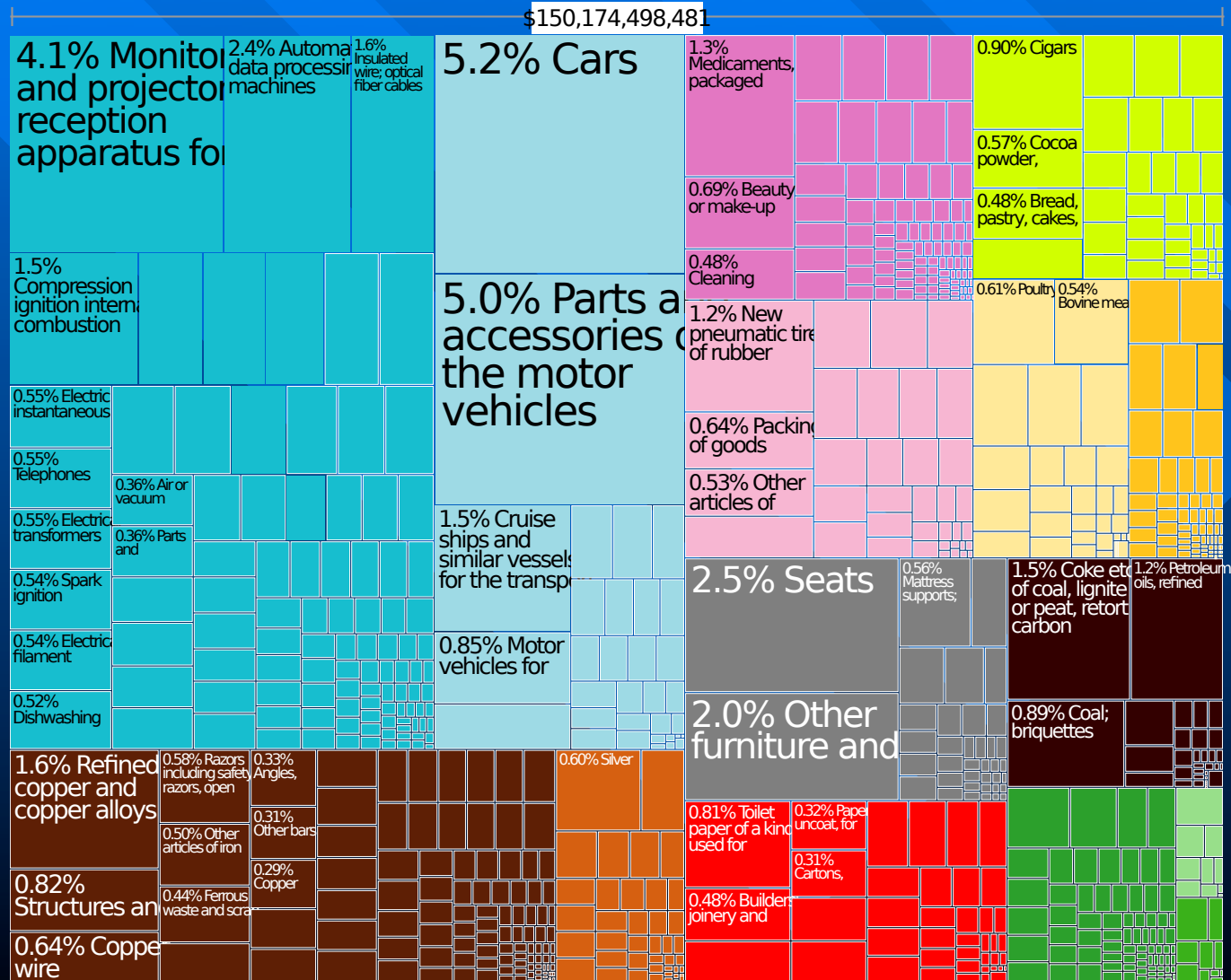
GDP per capita [USD, CP, PPP]



Export 1995



Export 1995



Summary of transformation

- **ownership structure:**
 - massive privatisation (with high social costs)
- **significant productivity growth**
- **manufacturing (export):**
 - shift from low tech to mid-low tech
but not to mid-high tech and high tech
- **FDI - very attractive location:**
 - shift from simple assembling to complex production
with strong ties to local industry
 - shift from manufacturing to knowledge intense
services
- **educational boom**

Evolution of industrial policy

Three periods and approaches to industrial policy:

- 1989 → 1993 – no industrial policy – deep transformation of the economy
- 1993 → 2003 – Sectoral – restructuring and privatisation of many industrial sectors
- 2003 → ... – Horizontal – industry more than 90% private – accession to EU – global challenges

I period – “no policy”

“no policy is the best policy”

motto of the first Minister of Industry
in early '90 (T. Syryjczyk)

- lack of reliable economic data
- prices not set by market forces
- unrealistic production costs

II period – sectoral policy

- Assumptions for industrial policy and program for 1993 - 95 adopted by the Gov. in 1993
 - massive preparation of sectoral studies (more than 70)
 - restructurization strategy and programs for:
 - » Textiles and apparel industry,
 - » Chemical industry
 - » Automotive industry
 - » Electronic industry
 - » Shipbuilding industry
 - » Steel industry
- introduction of horizontal measures i.e. economic zones, support for quality management

Success story: steel industry

- Restructuring process was connected with integration of Poland with EU:
 - 1993 – European Agreement Protocol 2
 - 1998-2003 – Governmental Steel Restructuring Program
 - 2004 – EU Accession Treaty and Protocol No 8
 - 2006 – successful end of restructurization
- Polish steel industry now:
 - competitive on the open market
 - economically viable
 - environment friendly

III period – horizontal policy

- The restructurisation was successfully finished in steel, automotive, wood, textiles ... industries
- Follow-up restructurisation in shipbuilding and chemical industry
- The state kept strong position in sectors such as energy, defence – state security reasons.
- EU membership
- Increasing understanding of the role of horizontal issues (innovation, skills, access to capital etc.)
- more focus on SME development
- change of the Government - need for radical

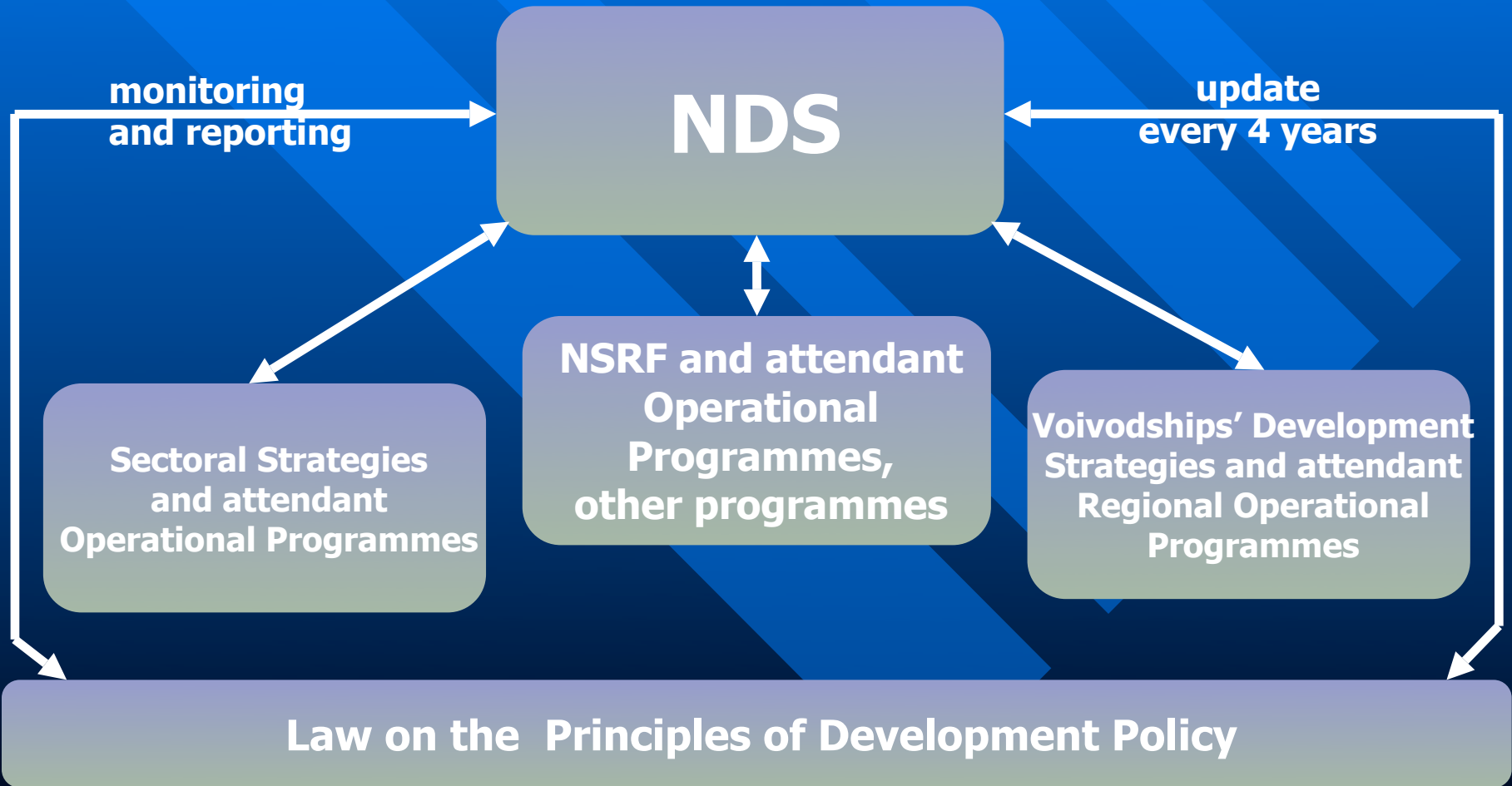
Law on the Principles of Development Policy

- adopted by the Parliament 6 December 2006
- defines development policy as a set of mutually interacting activities to guarantee continuous and sustainable development of Poland, as well socio-economic and territorial cohesion on the national, regional and local dimension
- defines the principles of development policy, parties (ministries, regional and local self governments, agencies) involved and relations between them
- addresses 15 areas of development policy from environment, health, job creation, development of regions, cities, and rural areas, to research, innovation, competitiveness etc

Law on the Principles of Development Policy

- defines the National Development Strategy as planning document for 7 years (adopted not later than 12 months before planning period, updated at least after 4 years)
- defines relations between NDS and other EU and Polish strategic documents (sectoral strategies)
- defines the structure of strategic and implementation documents
- defines the implementation documents as operational programs and precisely describes management, expenditures, monitoring and controlling rules and systems
- defines rules of obligatory public consultation process with all stakeholders: social and business partners, administration, NGOs

Law on the Principles of Development Policy



“Concept of horizontal industrial policy”

- **adopted by the Government 30 July 2007**
- **basic assumptions:**
 - **sustainable growth of the industry based on:**
 - **healthy market conditions,**
 - **simple, stable and predictable legislative environment,**
 - **access to capital**
 - **access to skilled human resources**
 - **innovations**
 - **HIP was not applied to sectors which are:**
 - **identified as a strategic for national safety (i.e. defence, energy)**
 - **not fully privatized (i.e. coal mining, shipbuilding)**

HIP covers following sectors

biotechnology

chemistry

pharmaceutical

wood (furniture)

electronic

ICT

textiles and apparel

constructions materials

aerospace

machinery

automotive

Main areas of intervention in horizontal industrial policy

- **Research, development and innovation**
- **Human resources**
- **Better regulation**
- **Environment - sustainable development**
- **Access to finance**
- **Access to market**
- **Use of ICT**
- **Intellectual Property Rights (IPR) and industrial design**

Implementation of HIP

HIP as and „umbrella policy” for number of horizontal strategies, programs and actions

Adaptation of public administration to the new philosophy and role in relation to stakeholders

Practical implications for companies:

- quarter review of all governmental measures supporting industrial activity – short term
- sectoral competitiveness analyses – mid term
- sector oriented industrial foresight – long term

Sectoral competitiveness analyses

Mid term analysis with diagnosis and trends
in national, European and global context

Key questions:

- current and future business environment in sector
- chances and challenges
- competitiveness obstacles and drivers

Addressed to:

entrepreneurs (sme in focus), investors, public administration

Sectoral competitiveness analyses

Content

Analytical Chapter

- National, EU and global sector in brief
- Influence analysis of economic, social, technology, legal, administrative, international trade, environment etc. factors on demand and supply
- SWOT analysis
- Competition in sector

Operational Chapter

- Obstacles and actions in 8 strategic horizontal areas

Review of strategic and programming documents

- ◎ 1989 and 2006 Gov. adopted 406 strategies
 - 140 documents are not longer relevant and should be canceled
 - 146 documents identified as outdated
 - 120 still relevant but inconsistent
- ◎ finally 42 strategic documents decided to merge in 9 integrated development strategies:
 - innovativeness and effectiveness of economy
 - social capital development
 - human capital development
 - regional development
 - energy safety and environment
 - efficient administration
 - transport
 - rural area, agriculture and fishing
 - security

Strategic planning - final status



Evaluation culture

- independent evaluation and monitoring become obligatory due to the Law
- evaluation system required for structural funds become a standard for all activities
- different evaluation dimensions
 - strategic vs. operational
 - policy / programme / priority / instrument level
 - ex ante / on going / ex post
- complex evaluation structure in place

Evaluation structure

**Steering Committee for
Evaluation**
(public administration officials)

National Evaluation Unit
(unit in the Ministry - supporting body)

coordination of the evaluation process
ensuring consistency of the evaluation process
taking decisions on how to use results

**Thematic
Steering Groups**
(mix structure
- coordination body)

ensure high quality of the evaluation process

Evaluation criteria

The catalogue of criteria (standards) for evaluation includes the following:

- **relevance** – allows to determine to what extent the objectives of a programme respond to the needs and priorities of a given sector or region
- **efficiency** – allows to assess the level of cost-effectiveness of a given programme, that is the input/output ratio
- **effectiveness** – allows to assess to what extent ,the objectives of a given undertaking that had been defined at the programming stage have been achieved
- **utility** - allows to assess to what extent programme's products, results and impact respond to the needs of its target group
- **sustainability** – allows to assess to what extent it is probable that the positive changes achieved by the programme's impact will last after the end of its implementation

Dedicated websites

www.ewaluacja.gov.pl

Strona główna | Mapa strony | Słowniczek | Linki | Kontakt | English version

Fundusze Europejskie →

Portal Funduszy Europejskich

Ewaluacja

Wiadomości > Wstęp do Ewaluacji >
Dokumenty > Wyniki badań >
Ewaluacja ex post NPR 2004-2006 > Poradnik ewaluacji >
Ewaluacja ex ante 2014-2020 >

Szukaj: --- wpisz szukane słowo --- >

strateg.stat.gov.pl

Wiadomości >>

Aktualność

17-12-2013 Warsztaty na temat technik zwiększających ewaluacyjnych

W terminie 10-11 grudnia 2013 r. w Min warsztaty poświęcone technikom mającym wyniki badań ewaluacyjnych.

[więcej »](#)

12-12-2013 IX Konferencja Ewaluacyjna

SYSTEM MONITOROWANIA ROZWOJU
strateg.stat.gov.pl

Zmień kontrast: A A A | Mapa strony | O systemie | Pomoc | Kontakt

STRONA GŁÓWNA STRATEGIE I PROGRAMY POLITYKA SPÓJNOŚCI OBSZARY TEMATYCZNE PORTRET JST WYSZUKAJ WSKAŹNIK METADANE I ANALIZY

Strona główna -->>

WITAMY W STRATEG-u

STRATEG to system stworzony przez GUS na potrzeby programowania i monitorowania polityki rozwoju. Zgromadzone w nim wskaźniki wykorzystywane do monitorowania realizacji strategii obowiązujących w Polsce (na poziomie krajowym, ponadregionalnym i wojewódzkim) oraz w Unii Europejskiej (strategia Europa 2020). Dodatkowo system udostępnia dane statystyczne istotne dla realizacji polityki spójności. Uzupełnieniem danych liczbowych są definicje pojęć i informacje metodologiczne oraz raporty i analizy tematyczne. Wraz z bogatym zestawem baz danych STRATEG oferuje

OSTATNIO DODANE

26.11.2013 - Aktualizacja danych

System został zaktualizowany o podstawowe dane z rachunków regionalnych, m.in. produkt krajowy brutto (PKB) ogółem i na 1 mieszkańca w złotych, dynamikę PKB w cenach stałych oraz wartość dodaną brutto (WDB) ogółem w złotych.

[...zobacz więcej](#)

BAZY DANYCH

BDL
Bank Danych Lokalnych

Key success factors

- Dialogue and partnership with stakeholders
- Political commitment and support
- Strategic vision (short-mid-long term)
- Policy mix
- Financial resources
- Evaluation, monitoring and updating

Coordination - Concentration - Communication

Thank you !!!

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