

Integrated Development Planning - Polish Practice And Didactic Challenges

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Abstract: The analysis aims to present the bases for integrated development planning and its use in the practice of spatial management, paying attention to the challenges related to the higher education in this field. The research procedure is made up of three stages. The first stage involves the synthetic systematization of basic theoretical premises of integrated development planning, taking into account the differences in definitions and suggested approaches in the Polish literature. The second stage presents the selected examples of challenges regarding the operational use of this conception in planning practice in Poland. The third stage shows the project of a unique field of study, Integrated Development Planning, that started in the 2018/2019 academic year in the Institute of Socio-Economic Geography and Spatial Management of Adam Mickiewicz University in Poznań under the Knowledge-Education-Development Operational Program's project entitled Integrated Development Planning – the forge of a new cadre of professionals for the sector creating the development policy.

Keywords: integrated development planning, theoretical assumptions, practical implementation, Poland.

Introduction

Current global and local conditions contribute to an increasing deficit in free space, leading to social and functional conflicts, larger investments and their influence on surroundings, and also a growing uncertainty regarding the stability of undertaken measures and their long-term effects. Under these conditions, a dichotomic system of public planning, that continues in many countries, also in Poland, is far from optimal. This leads to the conclusion, considering the systemic nature of the objects of planning, that planning processes (socio-economic and spatial) must be integrated. Integrated development planning ought to grow into a basic approach to programming and implementation of measures related to development intervention aiming at the improvement in spatial development. It should enhance the efficiency in the limitation of differences in living conditions and in running business activity to the socially acceptable level.

The analysis aims to present the bases for integrated development planning and its use in the practice of spatial management, paying attention to the challenges related to the higher education in this field. The research procedure is made up of three stages. The first stage involves the synthetic systematization of basic theoretical premises of integrated development planning, taking into account the differences in definitions and suggested approaches in the Polish literature. The second stage presents the selected examples of challenges regarding the operational use of this conception in planning practice in Poland. The third stage shows the project of a unique field of study, Integrated Development Planning, that started in the 2018/2019 academic year in the Institute of Socio-Economic Geography and Spatial Management of Adam Mickiewicz University in Poznań under the Knowledge-Education-Development

Operational Program's project entitled *Integrated Development Planning – the forge of a new cadre of professionals for the sector creating the development policy* (POWR.03.01.00-00-N055/16-00).

Integrated development planning – Polish understanding

Integrated development planning is one of the approaches to programming and implementation of measures related to development intervention aiming at efficient limitation of differences in the living standards to the socially acceptable level (Faludi, 2006; Molle, 2007). Planning constitutes a stage, which according to Henri Fayola's systematization, apart from organizing, managing and controlling, creates the basis for the management process, related in the case of integrated development planning to places understood as countries, regions, communes – territories (Alajlani et al., 2010; Audretsch et al., 2006). The management which, due to contemporary socio-economic changes connected with transformation and postmodernization enhanced by integration and globalization (Naisbitt, 1982; Churski et al., 2017), migrates from the private sector in which it developed to the public sector where it finds new applications. Its importance increases in the conditions of growing risk resulting from uncertainty about the direction and sustainability of development processes (Ziobrowski, 2015). The primary objective of integrated development planning is an attempt to join within its scope economic planning and spatial planning that leads to the integration of its subjects, levels and documents. It also involves the integration of planning dimensions towards a complementary consideration of the economic, social, spatial, ecological and institutional-political aspects, which places them on the foundation of sustainable development assumptions (Turner, Pearce, 1992). As Markowski and Drzazga (2015, p. 16) notice, breaking the present dichotomic system of public planning in which “...*there is a contradiction in proceeding and implementation between the sphere of economic planning and spatial planning...*” is on the one hand a pressing need, and on the other, a specific challenge. It leads, considering the systemic nature of subjects (i.e. countries, regions, communes – territories), to the conclusion that it is necessary to integrate the aspects of planning (socio-economic, spatial, ecological, institutional-political), which would ensure the inclusion of the whole, determinants, objectives and specificity of the course of development processes, which, as Parysek (2016c, p. 42-44) claims, should become “...*the foundation of the reconstruction of the planning system in Poland...*”.

The growing interest in integrated development planning and attempts at its operational use in the practice of the development policy result from the tendency of the last decades towards decentralization of public competences and strengthening a local level strongly limited after the 2008 financial crisis (Mazur, 2017). It is also the effect of the implementation of its new paradigm to European regional policy, which is based on the OECD conception (How regions..., 2009; Regions Matter..., 2009) applied in the Fabrizio Barca Report (2009) and called place based policy. Its use is of particular importance in the context of the popularization of the endogenous development conception applied in the explanation of states, changes and consequences of spatial differences, very well embedded in the theoretical bases of economic geography and economics (Churski, Kołsut, 2017). Integrated development planning and endogenization of development processes permeate each other in the practice of the contemporary development policy. They are of particular importance for the local level, natural for an optimal recognition of resources and relations creating local territorial capital and on this ground planning and implementing efficient development activities at this territorial scale.

According to Markowski and Drzazga (2016, p. 17-18), “...*integrated planning is a holistic process of setting goals and building paths to achieve objectives set in this process, taking into account the most*

important interdependencies (relations) between the most significant elements of a controlled system. Integrated planning understood in this way, related to socio-economic development, in its creative process of setting and achieving goals has to take into account quantitative and qualitative market and non-market relations occurring between the elements of subsystems: social, economic and a broadly understood living environment...". Integrated planning should lead to the elimination of contradictions resulting from the dichotomy of the public planning system by creating conditions for the implementation of an integrated planning process. They hold that (2016, p. 17) *"...the essence of integrated planning is not to achieve integrated development (as sometimes indicated), but to integrate a planning and decision-making process which, if properly applied, should lead to a high level of integration of the social, economic and spatial subsystems and thus ensure development objectives, including sustainable development..."*. Parysek (2014, p. 17) draws attention to the dilemma over the approach to integrated planning which can relate to the planning process or/and its result, i.e. plan: *"...in the case of creating an integrated plan one could say about the integration of a structure (structural aspect), whereas in the case of the integration of planning, the integration of the process (planning) is involved..."*. He is clearly in favour of integrating the process, that is planning, with limited, according to this Author, possibilities of implementing integrated plans for practical applications (Parysek, 2014; 2016a). Kudłacz (2015), in turn, highlights the lack of systematically thought-out synchronization of socio-economic and spatial planning, emphasizing at the same time that the integration of mechanisms for the regulation of spatial and socio-economic development processes should concern three elements: policy, planning and implementation of arrangements. On the other hand, Woźniak (2015) distinguishes three aspects of the integration of development planning:

- integration of planning levels,
- integration of subjects of planning,
- integration of planning documents.

The first one concerns the integration between the existing levels of planning – European, national, regional and local. A functional hierarchy should be in force here, based directly on the principle of subsidiarity. The second level refers to the basis of integration of the subjects of planning which should be a joint perception of different public policies and sectoral and thematic tasks. Finally, the third one pays attention to the need for the integration of planning documents, the process which should not be limited only to the unification of documents, but ought to aim at ensuring content-related coherence between them. Interesting proposals concerning the implementation of the indicated aspects of development planning integration are presented in the Polish literature by Parysek (2014, 2016a), Markowski (2014), Noworól (2014) and Kudłacz (2015). In addition to the diagnosis of the present deep dichotomy of the planning system in Poland, they draw attention to different variants of implementing the idea of integrated development planning. These proposals are based on both the evolutionary approach involving a gradual integration of present solutions intended for the replacement of present approaches and tools with new ones and the radical approach based on the need for rapid changes and implementation of new solutions.

Taking into account the present arrangements and importance of integrated development planning, three basic aspects should be considered (Churski, Motek 2016):

- the pursuit of sustainable development,

- regularities in spatial differences of socio-economic development and spatial development,
- the evolution of public planning.

Integrated development planning should be considered in relation to the progressive departure of modern society from the concept of socio-economic development based on simple quantitative growth in favour of qualitative changes. In this context, the theory of sustainable development¹, popularized globally by, e.g. Brundtland Report (Report of the World..., 1987), defining this process as such an exploitation of resources, directions of investments and technological progress as well as institutional changes that remain in harmony and improve both the present and future potential for the satisfaction of human needs and aspirations (Blowers, 1993). Integrated development planning should be analyzed in the context of regularities in development processes which are diversified in space depending on individual conditions, factors and processes which result from their differences as well as the lack of efficient intervention measures intended for the convergence of the development level using the compensatory model dominating at present in the development policy (Churski, 2014a, 2014b). Benefits resulting from the implementation of the idea of integrated development planning related to balancing development processes and convergence should constitute a sufficient condition for adapting the planning system to the implementation of such measures. As Markowski (2014, p. 1) states „... the need for integrated development planning by public authorities is so obvious that postulating its introduction seems a sheer truism...”. As emphasized by Markowski and Drzazga (2016), the essence of integrated planning boils down to the integration of planning and decision-making processes. The integration of the planning process, as Parysek (2014, 2016a) points out, is therefore a prerequisite for the full inclusion and coordination of socio-economic, spatial and environmental processes in pursuit of sustainable development of the EU territories, which is one of the main objectives of the Community. “...This is so because economic and social development are generators of changes in spatial development, whereas the natural environment determines the framework of solutions...” (Parysek, 2016a, p. 44).

This leads to the conclusion that the idea of sustainable development can and should be treated as the superior, indicating the goal and concretizing the assumptions of integrated development planning at every spatial level. Its significance at the local scale is particularly important. This is so because it allows a complementary approach both at the stages of programming and the implementation of development measures making full use of endogenous resources of territorial capital, its links with the surroundings as well as opportunities and limitations of strategic and spatial dimensions, present and future development processes concerning local communities inhabiting, developing and managing a given area.

Integrated development planning – Polish practice

Despite the indicated objective benefits related to integrated and holistic thinking about planning, the implementation of integrated development planning in the Polish practice of the development policy encounters a number of barriers resulting from both the functioning of hierarchical and sectoral organizational structures deeply embedded in public administration and also a very consolidated bureaucratic system of values and interests. A major obstacle, as Parysek (2014, p.18) writes, is also “...*the lack of clarity as to the meaning of the integrated plan and integrated planning...*”, accompanied

¹ See, e.g. Rogall (2011)

by objectively existing differences in the functioning of the socio-economic system (high dynamics and unpredictability) and the spatial system (high inertia) and also no institutionalized planning structures of integrated planning. What is also important is the specific devaluation of the term “integrated” in Poland, which has recently been extensively used and also overused in the context of measures implemented only in a seemingly coordinated way taking into account a multi-faceted nature of development processes. So far the attempts undertaken after the end of the 1990s to combine strategic planning with spatial planning have not brought the expected results². In part, it is certainly a consequence of too much political dependence of strategic planning, typical of young democracies and emerging political systems. On the other hand, it should be remembered that the system of spatial planning functioning in Poland rests on imperfect legal bases which enable the occurrence of many irregularities and even pathologies in the practice of spatial development (Parysek, 2015, 2016b).

The dichotomy of the Polish planning system is well-established in law and practice (Table 1). Currently, the legal basis for strategic planning in Poland is specified in the Act of December 6, 2008 on the principles of the development policy (Journal of Laws 2014, item 1649 as amended). They regulate the functioning of obligatory development strategies at the national and regional level as well as program documents and operational programs, the scope of which, however, is limited to the economic and social spheres without strictly covering the spatial one. Their preparation at the local level is optional, but considering the fact that having the strategy is in many cases an *ex-ante* condition for access to public aid, especially financed from European funds, their occurrence at this level is almost universal. It is worth noting at this point that, as usual, the quantity does not translate into quality and many of the prepared and adopted development strategies are only formal documents, not real ones. The sphere of spatial planning is regulated by the provisions of the flawed and conducive to spatial chaos Act of March 27, 2003 on planning and spatial development (Journal of Laws 2003, No 80, item 717 as amended). In accordance with its assumptions, what is prepared at the national level is the national spatial development concept operating alongside long- and medium-term strategies for socio-economic development. At the regional level, shaping and following a spatial policy is based on the spatial development plan for a voivodeship which is again a “parallel” document to the development strategy as well as program and operational documents serving its implementation. Yet, at the local level, communes prepare the studies of spatial development determinants and directions as well as local spatial development plans (LSDP), the latter being legal documents. Unfortunately, in this system an investor can (in the absence of an LSDP) submit a request for issuing a decision on development conditions and land development, which leads to a spatial chaos resulting in numerous very negative socio-economic consequences (Kowalewski, Markowski, Śleszyński (eds), 2018).

Table 1

Dualism of the planning system in Poland

Aspects	STRATEGIC PLANNING SUBSYSTEM	SPATIAL PLANNING SUBSYSTEM

² At this point one should not forget about the valuable experience of the Polish planning system of the 1960s concerning the preparation of regional plans which had the character of integrated plans.

Aspects	STRATEGIC PLANNING SUBSYSTEM	SPATIAL PLANNING SUBSYSTEM
FEATURES	<ul style="list-style-type: none"> • process approach • high susceptibility to market regulators • specified time horizon • limited rigor of law 	<ul style="list-style-type: none"> • final approach • low susceptibility to market regulators • unspecified time horizon • developed rigor of law
INSTRUMENTS	<p>Long- and medium-term national development strategies</p> <p>Development strategy for voivodeship Voivodeship programs Territorial contract Urban policy</p> <p>Local development strategy</p> <p>Local programs</p>	<p>National Spatial Development Concept</p> <p>Spatial Development Plan for Voivodeship</p> <p>Study of Spatial Development Determinants and Directions</p> <p>Decision on building conditions</p>
LEGAL BASIS	Act of December 6, 2008 on principles of development policy (Journal of Laws 2014, item 1649 as amended)	Act of March 27, 2003 on planning and spatial development (Journal of Laws 2003, No 80, item 717 as amended)
COORDINATION	Ministry of Investment and Development	Ministry of Infrastructure /Ministry of Investment and Development

Source: own study.

Under these circumstances attempts to integrate the excessively politicized strategic planning system with the spatial planning one based on a faulty legal basis cannot bring the expected results. “...*A separately functioning system of the public planning of economic development leads naturally to a contradiction in proceeding and implementation between the spheres of economic and spatial planning...*” (Markowski, Drzazga, 2016 p. 16). However, not without significance is the fact of self-government activities in this area, which despite obstacles, undertake joint measures regarding territorial planning integration, especially in the metropolitan areas of the largest Polish cities (Kaczmarek, 2015a, 2015b, 2015c).

The present state is indicative of the need to carry out a specific revolution and change the development planning model in Poland using the wide capabilities of information and communication technologies. This is confirmed by both the recommendations of opinion-making circles, including the Committee for Spatial Economy and Regional Planning, Polish Academy of Sciences and the Society of Polish City Planners (Assumptions and directional principles..., 2014) and also the postulates of practitioners of the development policy. This idea is also supported in the circles of the government administration, above all in the Ministry of Infrastructure and Development (Strategically for development..., 2011), and presently in the Ministry of Investment and Development (Strategy for..., 2017; Management System..., 2017). Additionally, legislative changes are planned in the near future – an amendment to the Act on the principles of the development policy. The ongoing work in the Ministry of Investment and Development concerning the amendment to the Act of December 6, 2008 on the principles of the development policy (Journal of Laws 2014, item 1649 as amended) aims to introduce a mandatory

integrated development plan at all the territorial levels of programming and implementation of the development policy in Poland. Unfortunately, the parallel works taking place in the Ministry of Infrastructure on the Town-Planning-Construction Code which was to supplant the Act of March 27, 2003 on planning and spatial development (Journal of Laws 2003, No 80, item 717 as amended) and all “special acts”, and which was supposed to introduce an integrated development plan to planning practice were abandoned. In these circumstances, one should expect that in the second half of 2019 the changes in the Polish development planning system will come into effect, which will become the first step towards its integration. They will be certainly imperfect due to the existing competence dualism (two ministries) and the abandonment of works on the amendment to the Act on spatial planning.

Integrated Development Planning – the forge of a new cadre of professionals for the sector creating the development policy – a case study of didactics project³

Seeing the need for changes in the Polish planning system and responding to the future challenges of preparing human resources for functioning in new conditions of integrated development planning, the Institute of Socio-Economic Geography and Spatial Management of Adam Mickiewicz University in Poznań prepared a program for a new unique course of study *Integrated Development Planning*. The main objective of the undertaken measures was the preparation, implementation and evaluation of the program of engineer-degree studies with a general academic orientation in a full-time and part-time mode. It also included building the cooperation network of scientific institutions and those of the socio-economic environment guaranteeing a full implementation of the assumed education effects in terms of knowledge, skills and competences. As a result of a competition (Competition no 1/NPK/POWER/3.1/2016 for New Education Programs), this project was selected for implementation with the support of European funds at the disposal of the National Centre for Research and Development as part of Priority Axis III HIGHER EDUCATION FOR THE ECONOMY AND DEVELOPMENT, Measure 3.1 COMPETENCES IN HIGHER EDUCATION of the Operational Program Knowledge-Education-Development. The preparation of the program and the implementation of the course were carried out with a full use of scientific and didactic potential of the Institute and wide external partnership including scientific and didactic units as well as economic entities, administration and non-governmental institutions. The project implementation was planned for the period 2017-2002 and its structure embraces two basic tasks. The first one was related to the preparation of the education program, the construction of a mobile information and communication infrastructure for the needs of education as well as preparation and printing of textbooks. The second task involves the current implementation of the first cycle of the education process, treated as a pilot project assuming self-improvement based on introducing corrections resulting from the on-going evaluation. As a result of the adopted measures, a seven-semester program of various parameters was prepared (Table 2).

Table 2

Assumptions of the program in the field of study *Integrated Development Planning*

Aspects	FULL-TIME MODE	PART-TIME MODE
HOURS	• 2400h	• 1200h
GROUPS	• 1 lecture group	• 1 lecture group
SEMESTER	• 2 practice groups	• 1 practice group

³ The chapter was prepared based on Churski, Motek (2016).

Aspects	FULL-TIME MODE	PART-TIME MODE
ECTS	<ul style="list-style-type: none"> 7 semesters 210 ECTS points 	<ul style="list-style-type: none"> 7 semesters 210 ECTS points
EXAMPLES OF EFFECTS LEARNING	Knowledge:	
	<ol style="list-style-type: none"> A student has a basic theoretical knowledge of socio-economic geography and spatial management, economics, law, sociology and Earth sciences necessary for programming, implementation and evaluation of development planning in the integrated approach. A student is familiar with a selected methodology of socio-economic geography and spatial management, economics, law, sociology and Earth sciences necessary for programming, implementation and evaluation of development planning in the integrated approach. A student is familiar with operational techniques of socio-economic geography and spatial management, economics, law, sociology and Earth sciences necessary for programming, implementation and evaluation of development planning in the integrated approach. 	
	Skills:	
	<ol style="list-style-type: none"> A student can carry out a problem analysis, determine the objectives of a project and define necessary resources, time, means and risk in the process of achieving the intended results in the integrated approach. A student can concretize the assumptions of an integrated project independently and working in a group, and implement its objectives combining knowledge, methodology and techniques from various scientific disciplines. While carrying out current tasks, a student can use a wide range of methods and techniques, including statistical and econometric models (along with forecasting natural and socio-economic phenomena), new IC technologies (along with the geocoding of spatial information), geographic information systems (ARCGIS, TerrSet, MAPINFO) and can design projects with the use of CAD computer software. 	
STRUCTURE OF EDUCATION PROGRAM	Competencies:	
	<ol style="list-style-type: none"> A student understands the need and knows the possibilities of continuous training and raising professional, personal and social competences. A student is aware of responsibility for one's own work and is ready to comply with the rules of working in a team. A student can think and act in an entrepreneurial way. 	
	18 modules + modules to choose, diploma module, foreign language, field classes, additional activities	
	<ul style="list-style-type: none"> lectures: 40% ✓ practitioners: 20% laboratories: 60% ✓ practitioners: 20% 	
TOTAL	100%	

Source: own study.

Detailed objectives of the didactic project include:

- providing knowledge, skills and competences to students concerning the importance of integrated development planning for the optimization of contemporary socio-economic development processes intended to minimize development differences, create conditions for sustainable development and implement a new planning system in Poland.
- strengthening the links with practice in the area of didactics related to integrated development planning, especially in the field of developing practical skills and in the context of popularizing good practices related to the application of this approach in public administration, e.g. by conducting sessions and internships in institutions which are interested parties in the development process and its planning in the strategic and spatial dimension.
- preparing and enriching the didactic materials concerning the importance of integrated development planning in the country's planning system.



- internationalization of studies in the field of integrated development planning (students' foreign internships), resulting in popularization of good practices and their implementation in Polish public institutions responsible for the development policy and principles of integrated planning.
- promotion of project results contributing to the popularization of the idea of integrated development planning as an approach ensuring optimization of intervention measures towards improving the efficiency of development processes.

The education process was based on the modular organization of studies. This means that the whole program is composed of courses which are grouped in modules while maintaining the principles of combining academic knowledge, practical skills and social competences. The adopted principles lead to the use of various methods and education techniques in each module, emphasizing the significance of practical activities, team work and a problem approach. Each module provides for courses in the following forms (at least one in the module structure): lecture, classes/workshop/laboratory, e-learning, one's own work (done individually and in a team in a problem approach), practice – e.g. a meeting with a practitioner, a visit to an enterprise/institution, a case study – field classes, carrying out a project as part of a commission from the economic circles – with at least 50% share of active classes. In each course of this didactic process, both academic teachers and professionals active in the spheres related to the skills and competences trained are engaged.

The process of obtaining the diploma in *Integrated Development Planning* is based on two principal elements. The first one involves semester projects prepared in the selected modules which, collected by students, create their portfolio at the end of the studies, which illustrates the knowledge, skills and competences acquired during the education process. The second element concerns a diploma thesis which is done in a project approach with a wide use of documents collected in the portfolio which is one of the primary data sources for a graduate. The thesis must meet the conditions of an integrated approach to development planning. Thus, it should be based on the integration of the strategic planning and spatial planning spheres and/or integrate three basic dimensions of development processes: economic, social and territorial. The adopted way of obtaining the diploma requires creating special care for the student. It will include the presentation of the principles of the diploma process (an Introductory module at year I), the possibility of taking individual tutorial sessions oriented to the identification of subject and spatial interests of a student and consultations with future thesis supervisors, support of students' counsellor throughout the entire academic year, guidance of a thesis supervisor and subject-related help during a diploma seminar.

The education program was prepared in the process of cooperation with the strategic Partners, i.e. the Ministry of Development – Department of the Development Strategy and the Marshal Office of Wielkopolskie Voivodeship – Department of the Regional Policy. This process involved the following six stages: (1) research into education results in terms of knowledge, skills and competences expected by the socio-economic environment (e.g. employers, self-governments, government administration), (2) establishment of the Program Council as a form of institutionalization of cooperation with the socio-economic environment and parties interested in the education process, (3) preparation of the initial version of the education results concerning knowledge, skills and competences and the initial structure of the modular education program (modules, courses, forms of classes, education methods, number of

hours, ECTS points) which should guarantee the implementation of the assumed education outcomes, (4) verification of the initial version of results and the education program, preparation of the final version of the learning effects and the modular education program and also syllabuses in accordance with the principles determined by the law, (5) construction of a mobile information and communication infrastructure, and preparation of textbooks and scripts necessary for the education process initiating the Polish textbook output and enriching the small scientific achievement regarding the importance of integrated development planning in the planning system in Poland, and (6) implementation of the education program and assumed learning effects in full-time and part-time studies.

A significant distinguishing feature of the prepared course *Integrated Development Planning* is the adopted program, very broad and interdisciplinary in terms of content, which assumes achievements in theoretical knowledge, practical skills and social competences in the field of socio-economic geography and spatial management, economics as well as legal, social, mathematical and Earth sciences (see Table 3).

Table 3

Examples of modules in the field of study
Integrated Development Planning

NAME OF MODULE	EXAMPLE OF COURSES	EXTERNAL PARTNERS IN SCIENCE AND DIDACTICS	EXTERNAL PARTNERS IN ECONOMIC ENVIRONMENT
NATURE-ORIENTED	<ul style="list-style-type: none"> • sustainable development • shaping and protection of environment • environmental determinants of development planning 	experts from European centers	WFOŚiGW ⁴
			RDOŚ ⁵ self-governments
ECONOMIC	<ul style="list-style-type: none"> • microeconomics • macroeconomics • management basics 	Poznań University of Economics and Business	economic entities
		experts from European centers	self-governments
SPATIAL PLANNING AND ITS TOOLS	<ul style="list-style-type: none"> • theoretical basics of spatial planning • application-oriented aspects of spatial planning • city planning with elements of architecture • engineer graphics • architectural and urban analysis • architectural and urban design • documentation integration in 3D • planning recording techniques • local planning 	Poznań University of Technology	MiR ⁶
		experts from European centers	faculties of spatial planning; designing studios; self-governments
STRATEGIC PLANNING AND ITS TOOLS	<ul style="list-style-type: none"> • introduction to strategic planning • diagnosing of socio-economic development areas • creation of socio-economic development strategy • management of projects and their financing from European sources • monitoring and evaluation of development strategy • territorial marketing 	Poznań University of Economics and Business	European Commission
		experts from European centers	MiR UMWW ⁷ self-governments

Source: own study.

⁴ The Voivodeship Fund for Environmental Protection and Water Management.

⁵ The Regional Directorate for Environmental Protection.

⁶ The Ministry of Investment and Development.

⁷ The Marshal Office of Wielkopolskie Voivodeship



The assumed interdisciplinarity of the course *Integrated Development Planning* enables graduates an activity in the areas of, e.g. integrated planning of socio-economic, spatial and financial development, creation of the development policy of self-government units, making use of statistical and econometric models, application of new IC technologies, including GIS tools, carrying out individual or team projects. Knowledge, skills and social competences acquired by graduates during the studies allow them to participate in project teams dealing with socio-economic and spatial development planning. They can also work in public administration at the local and government level and take part in the management process in these kinds of units as well. They are substantially prepared to develop applications for co-financing projects from public funds, including EU means. They can also undertake consulting activity related to socio-economic development.

The target group of studies in the field of *Integrated Development Planning* embraces primarily people interested in taking up employment in public administration and presently employed in this sphere of the national economy. As follows from the Report on the need for educating public administration personnel in the area of development management (2010) prepared by the Institute of Socio-Economic Geography and Spatial Management on the request of the Ministry of Regional Development, there is a pressing need to improve the quality of public administration in Poland, especially regarding the competences of the personnel in terms of conducting a development policy taking into account contemporary global trends, including the use of integrated development planning for enhancing endogenous potentials of individual areas.

Summing-up

The above-mentioned facts and regularities lead to the conclusion that integrated development planning is necessary to ensure the effectiveness of intervention measures aimed at sustainable development resulting in improved convergence, being also a basis for the creation of a new, more effective organization of the planning system in Poland.

The presented education project in the field of *Integrated Development Planning* is a response to the need to expand education in spatial management resulting from contemporary changes occurring in society, the economy, public administration and higher education. This program and a new field of study, according to the presented assumptions, should measurably contribute to the creation of conditions for the improvement to the functioning of public administration in Poland in the area of the development policy which should be recognized as crucial for the effectiveness of the country's intervention financed from public means. Thus, the undertaken measures are directly involved in supporting public administration by the higher education sector in pursuit of improving the efficiency of the country, which is one of the key priorities indicated in strategic documents both at the national and EU level. The adopted model of the broad participation of interested parties, including socio-economic circles, in creating and implementing a new field of study and the use of didactic innovations prepared and already tested in practical application by the Institute of Socio-Economic Geography and Spatial Management of AMU, both in terms of the organization and implementation of the didactic process, guarantees obtaining unique and qualitatively distinctive effects of education.

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