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Possible approaches to barriers to development in public policy

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SUMMARY

Overcoming the barriers to development is the key to conducting local policy. Barriers to development may also be regarded as mechanisms used by the public authorities to stimulate development, and it is possible to overcome them with the use of appropriate tools (instruments), namely, techniques (methods) which have an effect on the development process.

In the approach to barriers to development three stages may be identified at a local level, connected also with the stages of creating the Strategy.

The first stage, of paramount importance in overcoming barriers, is diagnosis and establishing their local specifics (this is the subject of the diagnosis). The second stage is definition of these barriers, which are key to the development (and which can be overcome in a given time and place, and also the level of local development). The third stage is action taken to reduce or overcome the barriers identified.

As we have endeavoured to show in the article, the definition of barriers to development and subsequent incorporation into the Strategy (namely, one of the manifestations of building public policy) may be achieved using various methods. What is important is that it takes place with the involvement of stakeholders, guaranteeing induction of the governance principle.

Introduction

Public policy is a specific type of policy, conducted by public authorities [Hausner, 2008]. An alternative definition is one which decidedly distinguishes public policy from so-called policy, whereby a decision is reached through conflict, and agreements reached. This approach to public policy involves “filling in” the context of assumed agreements in the form of normative acts, strategies, programs and also defined ventures (regulating) [Górnjak, Mazur, 2010].

Based on the analysis of literature on the subject, one can conclude that public policy encompasses the following stages:

- identification (diagnosis) of public problems,
- ideas put forward for resolution of diagnosed problems (formulating policies),
- defined action taken and its effects (providing the appropriate resources: human, financial and organizational),
- results of action taken (evaluation, any possible adjustments).

Public policies focus mainly on problems and public services and are characterized by long term decisions. Public policy is formed based on expert knowledge (policy based on evidence), however, at the same time it emphasizes that one must strive to achieve consensus and cooperate with public policy “actors” (stakeholders) [Legutko-Kobus, 2015].

The contemporary approach to public policy refers not only to social and economic cohesion but also territorial, understood as ensuring harmonious development in all areas by harnessing their endogenous development potential (both material and intangible resources and factors referred to as territorial capital) [Lisbon Treaty]. The current programming period emphasizes the need to integrate the approach to problem solving at the appropriate territorial level. Such approach requires public policy, including development, to operate beyond the administrative boundaries of specific independent territorial units. This calls for an integrated approach, assuming multi-level governance and multi-stakeholder governance.

It involves cooperation of many levels of authority in realizing public tasks, and also involvement of various stakeholder groups in this process [Jastrzębska, Legutko-Kobus 2015].

An essential stage in defining this vision of public policy implementation is a response to the question, *“What limits and barriers do independent units encounter in their progression (in the course) of development?”*

Using these prerequisites as a starting point, this article analyses whether barriers to development should also be considered in public policy. Public policy in this study is analysed from the angle of strategy-building processes at county level. What is important, is that the analysis also includes the possibility of stakeholder involvement in the identification process of barriers to development.

Defining barriers to development

Development processes taking place in independent territorial units or territories are the product of factors and barriers to development. Processes of change (that is, development) are positive, both as to quantity and quality, and they can be observed in the social, economic and the natural environment systems. As J. Hausner stresses, development combines various elements of the capacity to adapt and creativity [Hausner, 2008].

De-stimulants of development, in other words, barriers, are problems and impediments which independent territorial units encounter in the development processes [Strzelecki, 2011].

Barriers to development may:

- slow down (hinder) development processes,
- impede development,
- prevent development.

What is important, is that barriers to development can be designated for defined conditions in place, time and local community. Breaking through or overcoming barriers to development and also preventing new barriers from forming is the core of the local development process. The role of local authorities is therefore to create a development policy, which:

- enables diagnosed barriers (mainly internal barriers) to be minimized or eradicated,
- as far as it can, enables adaptation to barriers, which are systemic, that is, on which one has no direct influence (e.g. macroeconomic manifestations, tax policy).

In literature on the subject, barriers to development are understood in various ways, depending on the classification criterion, as set out in table 1.

Table 1. Selected classifications of barriers to development

BARRIER TYPES (sequence according to significance in the strategy)	CRITERION OF DIVISION OF BARRIERS
<ul style="list-style-type: none"> • economic, social, technical and technological, ecological and spatial and institutional 	DEVELOPMENT SPHERES
<ul style="list-style-type: none"> • external – evoked by factors in the surroundings, (regional, national and even global) • internal – subsist in the local system, they are local 	SOURCES OF BARRIERS ARISING
<ul style="list-style-type: none"> • systemic – relating to all JST • diverse spatial: regional, local 	UNIVERSALITY OF OCCURRENCE

Sources: own study based on: Z. Strzelecki, *Czynniki i bariery rozwoju polskich regionów i jednostek lokalnych*, (in:) *Gospodarka regionalna i lokalna w Polsce. Czynniki i bariery*, (ed.) Z. Strzelecki, OW SGH, Warszawa 2011, pp. 53-54; A. Sekuła, *Bariery rozwoju lokalnego*, (in:) *Samorząd terytorialny w zintegrowanej Europie*, (ed.) B. Filipiak, A. Szewczuk, Z. Zychowicz, Zeszyty Naukowe Uniwersytetu Szczecińskiego, no. 401, Szczecin 2005, pp. 587-600.

The classification in table 1 above is not separable, therefore it is possible to work out various classes of barriers to development.

Indication of external and internal barriers is of particular importance when conducting a development policy. External barriers are those from the surroundings and over which we have little control. Such barriers include: globalization-related processes, trends observed on a regional and national scale, and will also change an unstable national policy. Internal barriers, on the other hand, are those impediments to development on which we do have influence and which are observed on a local scale, such as, for example: management of an area, development and accessibility of technical infrastructure (sewage system, water system, internet), and also local finance management.

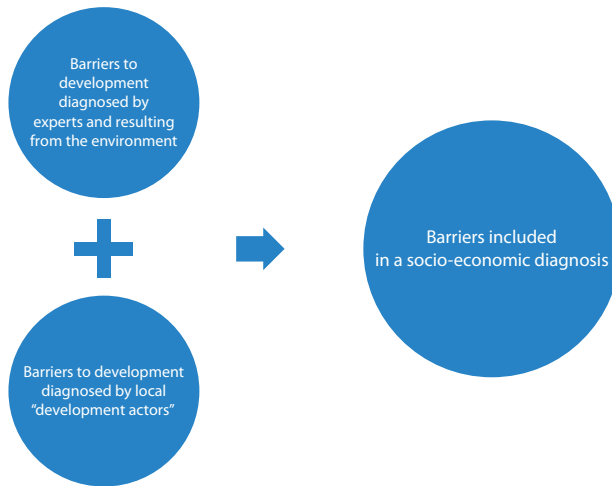
In short, it must be stressed that individual barriers to development have a particular type of impact on the local development, however, a group of barriers, which may mutually reinforce their negative effects on development, has another type.

In relating the issue of development barriers to that of public policy it is worth stressing, that public policy is responsible for both global and local problems, defined by society [Zybała,2012]. Formulating public policy is therefore a response to the barriers to development, which appear at a given time and in a given territory.

Approach to barriers to development in creating a strategy

The process which allows a fairly in-depth description (identification) of barriers to development and an indication of the possibilities of eradicating and overcoming them, is creation of a local development strategy. As Karpiński emphasises [2014], the strategy is above all, a choice of a problem solving method.

Figure 1. Process of defining (describing) barriers to development at the diagnosis stage



Source: own study

The following steps are taken in the process of creating a strategy:

1. Identifying barriers to development at the diagnosis stage,
2. Classifying and arranging barriers in a hierarchy at the SWOT analysis stage and building problem trees,
3. Creating scenarios to overcome the barriers (development scenarios),
4. Defining goals and strategic steps to eradicate and/or overcome barriers.

Identifying barriers to development at the diagnosis stage

The first stage in creating a strategy, that is, the socio-economic diagnosis, involves the analysis of a whole spectrum of development factors, including barriers, restrictions and impediments to the development processes. Analysis of barriers at the diagnosis stage may be conducted both based on the result of experts analyses and with the engagement of local “actors of development” (stakeholders) (Figure 1).

Experience in the process of creating local strategies, clearly shows how important it is to combine these two perspectives i.e. the internal, represented by local “development actors” and the external, represented by experts. Only when these two perspectives are combined is an objective approach to the definition of barriers to development possible. This approach also allows a definition of aspiration (ambition) of local leaders, as it indicates which barriers are the most important to be overcome as far as the local community is concerned.

In this article Płock county has been used as an example of how this approach and analyses may work in practice¹.

¹ In presenting the practical approach to barriers to development in this article the results of an analysis by the authors

Table 2. Key barriers to development– experts’ approach. Example of Płock county

BARRIERS	THE CRITERION	BARRIER TYPE**
Barriers to human resources, resulting from demographic trends and prognoses	development spheres	social
	sources of barriers arising	external, as they relate to processes observed on a supra-local scale
	universality of occurrence	systemic (adverse demographic trends are observed on a regional, national, EU scale)
Institutional barriers–absence of integrated management process of development and cooperation between the communes of the county	development spheres	institutional
	sources of barriers arising	internal
	universality of occurrence	local and systemic
Spatial barriers	development spheres	ecological, spatial, infrastructural
	sources of barriers arising	internal, but also external (e.g. danger of flooding)
	universality of occurrence	local and regional barriers

* criterion in accordance with Table 1, sequence reflects the importance of barriers to development

**type of barrier according to Table 1

Source: own study within the Project

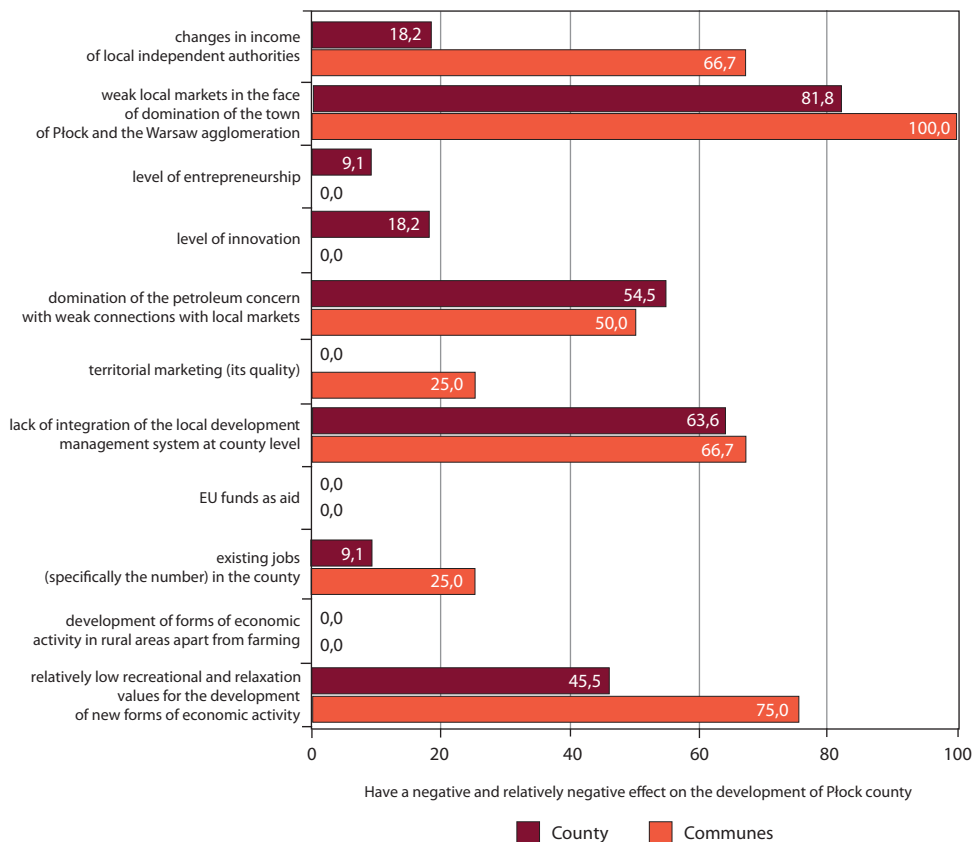
The experts approach to the barriers to development of Płock county, set out in table 2 aimed to:

- define barrier categories, which we are dealing with, including indicating what the importance of individual barriers to development is,
- indicate the sources of origin of these barriers (internal barriers will be of specific significance for further works).

The Table of Barriers set out in this manner presents the external, experts’ approach. It is based on objective knowledge, the available development indices, however, it relates to local development aspirations, and therefore the data is incomplete if we want to define its importance in the Strategy.

being part of the Project “Public services in Płock county – changes for the present and future” were used (project co-financed by EU as part of the Technical Aid program 2007-2013) – hereinafter the “Project”. The authors wish to thank the County Administration of Płock County for permission to publish the findings of the Project. The article also refers to the experience from the process of creating the development Strategy for Płock county for the years 2015-2020.

Figure 2. Economic factors and barriers affecting the development of Płock county – in the opinion of local formal leaders



Source: own study with the use of data obtained in the Project

Taking into consideration the requirements of participation and principles of *good governance* the experts analyses must be supplemented by and compared with the impressions of local “development actors”. There are many ways to involve local leaders in the definition of barriers to development. One of these is a questionnaire directed at local leaders. Appendix 1 contains an example of such questionnaire, used in the process of creating a development Strategy for Płock county. By selecting the appropriate test to conduct research one obtains comparable results for those managing the county and from the communes which are part of the county. Figure 2 contains an example of a set of results obtained from research by questionnaire. This approach is therefore internal, focused on an approach *from inside* the local development process.

Only if both perspectives of definitions of barriers to development are taken into consideration is a comprehensive diagnosis obtained. At this stage, many barriers to development are defined, varying in nature and exerting various influences on the development processes. At the next stage of the Strategy creation process they are already listed in hierarchical order.

Classifying and arranging barriers in a hierarchical order at the SWOT analysis stage and creating problem trees

The barriers to development listed, of which there are many, do not allow a Strategy to be created, which is to be a competent governance document. In order to indicate which barriers are of key significance, they must be placed in hierarchical order. This can be done using, amongst others, the following methods:

- SWOT analysis,
- SWOT/TOWS analysis,
- SWOT integrated analysis,
- problem trees.

Generally, a SWOT will indicate positive and negative development factors, both internal and external. The name of the analysis derives from the following abbreviations (S – strengths), (W – weaknesses), (O – opportunities), (T – threats).

In the SWOT/TOWS analysis the focus is on the internal approach (to endogenous factors and barriers) externally (to endogenous opportunities and threats). Therefore, we are looking for an answer to the following questions:

- will the strengths allow advantage to be taken of an opportunity?
- will the weaknesses prevent (block) taking advantage of opportunities?
- will the strengths allow threats to be overcome?
- will the weaknesses increase the threats? [*Poradnik dla administracji*, 2012]

It is worth mentioning that in transposing the identification barrier into the SWOT analysis we are only operating in the negative part of this analysis (i.e. weaknesses and threats). The weaknesses are internal barriers, local, relative. Threats are those barriers resulting from the surroundings of a given commune, county. Table 3 lists a set of barriers to development which have been identified for Płock county, included in the SWOT analysis.

The integrated SWOT analysis is a relatively new (recent) method used in creating local documents. It is more comprehensive and is used to prepare the classic SWOT analysis. Work on the integrated SWOT analysis begins with the preparation of a classic SWOT analysis, with a breakdown into various aspects of development i.e. economy, society and space (including infrastructure). The second stage is establishing connections between specific aspects of development. Thus, both elements which reinforce and also those which weaken the strengths are indicated. Using this method not only are the barriers to development indicated, but we also search for connections between barriers and development factors. [Przygodzki, 2015].

Barriers to development can also be listed in hierarchical order by creating a problem tree. In creating the problem tree the stage can be broken down into:

Table 3. Negative aspects of SWOT analysis – list and hierarchy of barriers to development

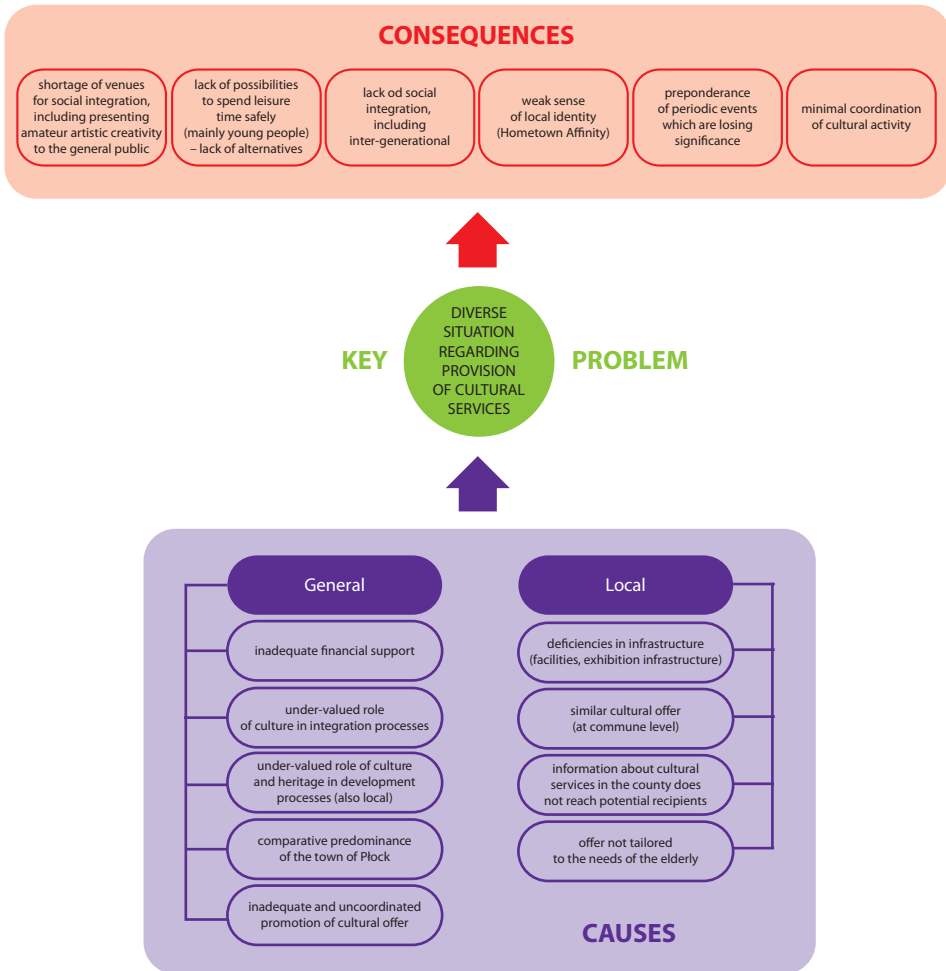
Weaknesses	Dangers
<ul style="list-style-type: none"> • diverse availability of communication in the county with the areas of exclusion of communication • inadequate technical state of roads, including local • not adapted to the intensity of traffic and timetable requirements • marginalized rail transport • inadequate information system on culture services in the county and relatively low figures for people taking advantage of the cultural services compared to the voivodship and nationally • inadequate number of places for social integration, including those designated for presentation of artistic creativity to the general public • insufficient availability of crèches and nurseries • lack of post-grammar school education network, competition with the town of Płock • limited funds of county and communes for expansion and modernization of technical infrastructure • inadequate number of public housing tenancies and local authority housing to meet requirements • public spaces not adapted to inhabitants needs (including handicapped) • very diverse access to water network, sewage network and gas network within the county • fragmented agrarian structure • absence of modern auxiliary (supply base) network for development of tourism and recreation facilities • lack of common investment offer within the county 	<ul style="list-style-type: none"> • adverse demographic trends • comparative prevalence of public services in the town of Płock • presence of natural threats, including flooding • unsatisfactory use for the development purposes of the Vistula • insufficient cooperation and dialogue between communes and county

Source: own study for the purposes of the Strategy of development of Płock county for the years 2014-2020

- identifying JST problems in development (listing problems). At this stage we commence by indicating all problems, we don't examine their ranking or their effect on development processes,
- grouping similar problems together, grouping problems according to territory (e.g. those relating to the entire county, or relating to specific communes),
- indicating the key problem, i.e., the one generating the most problems and having the most serious consequences, noticeable to the majority of stakeholders in the development process,
- searching for "cause and effect" connections.

The problem tree may be created both for specific aspects of development and for the whole local development process. In order to create the Strategy and take into account in it barriers which are to be overcome, it is very important to define cause and effect connections. For the Strategy should be focused on solving problems, which are the reasons for, and not the effects of the key problem [Poradnik dla administracji, 2012]. A sample problem tree is shown in Figure 3.

Figure 3. Problem tree for CULTURE






Source: own study based on the results of workshops which took place as part of the Project

Building scenarios to overcome barriers (development scenarios)

Once the diagnosis has been made and a hierarchy of barriers to development established, the next step is defining goals, which will allow barriers to be eliminated or overcome, or it may be necessary to adapt to their occurrence. However, there is one more stage in creating a strategy, which is often omitted, namely, defining development scenarios, and overcoming development barriers within their framework. In counties, or territorial strategies, it is important within the scenarios also to define the cooperation necessary

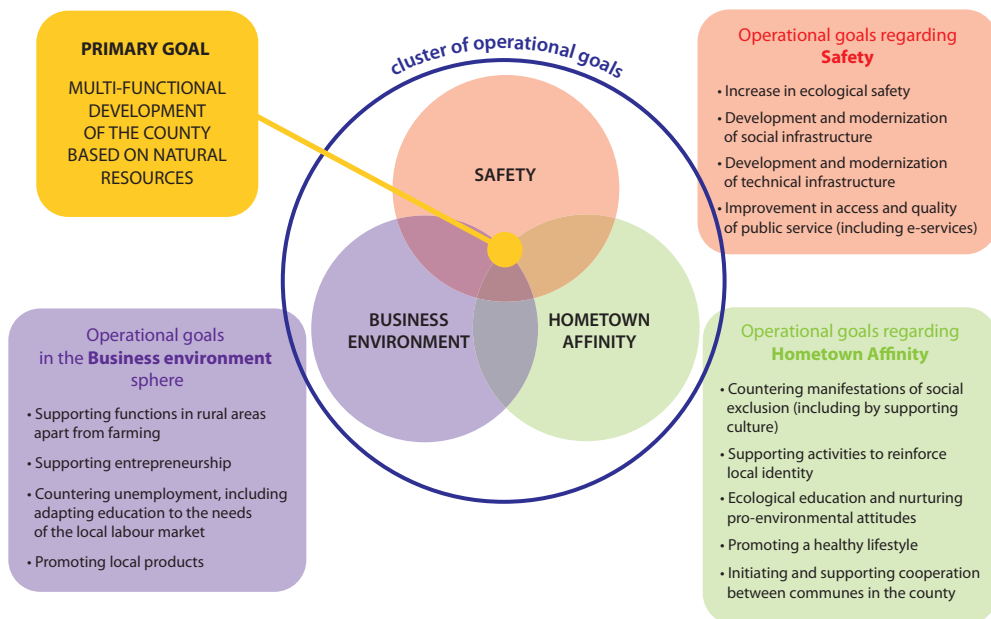
Table 4. Barriers to development in development scenarios for Płock county

SCENARIO NAME	GENERAL CHARACTERISTICS OF SCENARIO
<p>LONE ISLAND</p> 	<p>In this scenario both the County and communes act to overcome the barriers to development independently. The scenario is based on the assumption that both the County and communes will realize their own tasks and assignments received without cooperation or coordination. It can be said that this scenario assumes a deterioration of the adverse tendencies observed at the present time:</p> <ul style="list-style-type: none"> - repeating activity, - undertaking action on a larger area than single communes, and therefore less successful and effective. <p>This scenario is based on strong competition amongst communes.</p>
<p>ON THE ROAD TOGETHER</p> 	<p>This scenario assumes a wide range of cooperation both with communes and social partners to overcome barriers to development. Even realization of part of the recommended goals or acts requires such cooperation (e.g. relates to a joint investment offer, networking products, joint information and promotional action, however also where possible, supplementary and not competitive offers should be made).</p> <p>In this scenario the County is the initiator and coordinator of actions to overcome the barriers to development. Therefore, one assumes in this scenario the process of forming partnerships, however, also wide-ranging delegation of tasks (where justified on the merits) to a non-government sector (in the spirit of co-governance).</p>
<p>UNDERSTAND AND ACT</p> 	<p>This scenario places a strong emphasis on the need for research at defined periodic intervals (proposed every 3 years) enabling evaluation and any adjustment to the diagnosed barriers to development. For the barriers to development are ascribed to defined conditions (time, place, society) and together with the changes taking place (the progressing local development) are subject to being overcome, change, or in the case of some manifestations, intensification and escalation. For this reason also it is important to correct the <i>course</i> of development processes through periodic identification of barriers to development. This scenario assumes strictly connected monitoring processes, evaluation and update of development policy. It also assumes a wide range of information on the subject of barriers and the possibility of overcoming them.</p> <p>In this scenario the County takes on the role of leader diagnosing the barriers (in this scope it is both possible and necessary that cooperation be undertaken with "actors" in the development processes i.e. communes, social partners, representatives of business and other stakeholders) and information conveyed on how to overcome them (those undertaken and those already completed).</p> <p>It would seem very important in this scenario to create platforms of exchange of experience and good practice regarding barriers to development at the local level.</p>

Source: own study within the Project

to overcome the barriers to development. Table 4 sets out the scenarios for development formulated for Płock county. Each scenario indicates how the barriers to development are to be overcome.

Figure 4. Diagram of the goals in the Development Strategy in Płock country for the years 2014-2020, study for the purposes of the Strategy, p. 42 of the document



Defining the goals and strategic actions as a result of which the barriers will be eradicated and/or overcome

At the core of any strategy is the vision and system of goals by which the target state according to the vision is achieved. If, at the level of a strategic analysis, the barriers to development were correctly diagnosed, then the creation of goals refers to the actual sources of development problems and not their consequences. This definition of the internal barriers (threats) allows the formulation of goals on the realization of which we have no influence, to be avoided. In the end, the hierarchy of barriers according to their importance allows those goals to be selected, which eradicate the key barriers to development.

Figure 4 is an example of a system of goals, associated with subject clusters relating to factors and barriers to development.

Some of the goals and actions in the Strategy for development of Płock county directly relate to the eradication of barriers to development. Their examples and building logic which is connected with the diagnosis of barriers is to be found in table 5.

Table 5. Recommendations as to how the barriers to development of Płock county should be expressed in the goals and actions of local strategy – experts approach in selected examples

IDENTIFIED BARRIER TO DEVELOPMENT	EXPRESSED AS WEAKNESS/DANGER IN THE SWOT	RECOMMENDED SUBJECT CLUSTERS OF GOALS	PROPOSED ACTION TO ERADICATE, OVERCOME BARRIERS
Differentiation of access to communication in the county with the exclusion areas of communication which are present	weaknesses	infrastructural goals connected with transport	liquidation of exclusion areas of communication
			construction, expansion, improvement of quality of roads
			construction, expansion, improvement of quality of roads
Inadequate information system on cultural services in the county and on average lower numbers of persons using cultural services than in the province and nationally	weakness	goals regarding improvement of access to public services	introduction of information systems for the purposes of specific groups of "actors of development"
			creating cultural services offers which have an impact on social integration
			increasing access to cultural services, in particular for marginalized groups
Inadequate number of places for social integration, including those designated to present artistic work and events	weaknesses	goals regarding improvement of access to public services	creating places of social integration (including expansion of infrastructure)
			adapting and making available educational facilities for social integration
Absence of wide-ranging network of places of educational post-grammar school facilities, which are competitive with the town of Płock	weaknesses	goals regarding access to public services	further development and modernization of educational facilities
			additional fixtures and fittings for professional workshops, cooperation with local entrepreneurs
		infrastructural goals connected with transport	

Failure to adapt public spaces to inhabitants needs (including the handicapped)	weaknesses	goals connected with social inclusion and countering social exclusion	activity to create wide-ranging social dialogue on management of public spaces
			coordinating activity of communes regarding cohesive management of the County
Absence of modern auxiliary infrastructure (supply base) for the development of tourism and recreation	weakness	goals regarding support for economic activity apart from agriculture, including agro-tourism	activity to develop an auxiliary infrastructure for tourism (undertaken jointly with e.g. LGD)
Adverse demographic trends	threat	goals regarding improvement of access to public services	improving access to crèches and nurseries
			introducing e-services and e-work
Comparative preponderance of public services in the town of Płock	threat	goals for improvement of access to public services	activities to create offers of services complementing those offered by the town of Płock
Insufficient cooperation and dialogue between communes and the County	threat	goals to build up cooperation and integrated management	activities aimed to conduct a constant bilateral dialogue

Source: own study within the Project

Appendix 1.

Ladies and Gentlemen,

Work has begun on the development Strategy. As we feel it is important to compare and supplement the research and experts analyses to include the opinions of leaders, we kindly request you to complete the questionnaire. Information you supply will be used as a recommendation for the local development Strategy.

We would ask you to fill in the table below relating to the barriers to development. **Please place an X in the columns in which the statement with which you agree appears**, bearing in mind that you may choose one answer only for each statement.

Barriers are processes and elements of development which impede the development or prevent it.

Barrier groups	Local development barriers	is present	most probably present	is neither present nor absent	not present	don't know
ECONOMIC BARRIERS	changes in local authority income					
	weakness of local markets in the face of dominance of the town of Płock and Warsaw agglomeration					
	level of entrepreneurship					
	dominance of the petroleum concern with weak local market connections					
	territorial marketing (its quality)					
	lack of integration of the local development management system at county (<i>powiat</i>) level					
	EU funding as aid					
	new jobs					
	inadequate development of forms of economic activity in rural areas apart from farming					
	relatively low recreational and relaxation values for development of new forms of economic activity					
	others, such as					
SOCIAL BARRIERS	negative changes in the population figures					
	deteriorating demographic structure					
	uncontrolled urbanization processes					
	development and adaptation of social infrastructure including: surgeries					
	development and adaptation of social infrastructure including: schools					
	development and adaptation of social infrastructure including: crèches					

SOCIAL BARRIERS	development and adaptation of social infrastructure including: social services care or nursing homes					
	development and adaptation of social infrastructure including: cultural facilities					
	development and adaptation of social infrastructure including: sports facilities					
	activity level of local authorities regarding culture					
	general level of activity of local communities					
	participation of society in local decisions (social participation)					
	other, such as...					
ECOLOGICAL BARRIERS	presence of natural resources					
	presence of forms of nature conservation					
	inadequate awareness and respect for ecology by society					
	inadequate enforcement of the law on infringement of the environmental protection provisions (e.g. burning waste in domestic grates and hearths)					
	others, such as ...					
INFRASTRUCTURAL BARRIERS	insufficient water supply infrastructure					
	insufficient sewage system infrastructure					
	inadequate access to means of transport					
	poor quality local roads					
	insufficient access to Internet including broad band					
	diffused housing built-up areas generating high infrastructure costs					
	relatively low number of social integration places					
	relatively low number of places designated for cultural activity					
	other, such as...					

Thank you for taking part in our research.

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Możliwości ujęcia barier rozwoju w polityce publicznej

STRESZCZENIE

Polityka publiczna to szczególny rodzaj polityki, prowadzony przez władze publiczne. Kreowanie polityki publicznej opiera się na wiedzy eksperckiej (polityka oparta na dowodach), ale równocześnie podkreśla dążenie do konsensusu i konieczność współpracy z aktorami polityki publicznych. Współczesne ujęcie polityki publicznej to odniesienie nie tylko do spójności społecznej i gospodarczej, ale także terytorialnej, rozumianej jako zapewnienie harmonijnego rozwoju wszystkich obszarów poprzez wykorzystanie ich endogenicznych potencjałów rozwojowych (zasobów i czynników materialnych oraz niematerialnych, zwanych kapitałem terytorialnym). Istotnym etapem określania wizji realizacji polityki publicznej jest odpowiedź na pytanie, jakie ograniczenia i bariery napotykają samorządy na swojej drodze (ścieżce) rozwoju.

Wychodząc z tych przesłanek, w niniejszym artykule dokonano analizy możliwości ujęcia barier rozwojowych w polityce publicznej, szczególnie w procesie budowania strategii na poziomie powiatu (jako przykład analizowany jest powiat płocki). Co ważne, analiza dotyczy także możliwości włączenia interesariuszy w proces identyfikowania barier rozwojowych.

dr hab. Zbigniew Strzelecki, prof. SGH byłby kierownik Katedry Rozwoju Regionalnego i Przestrzennego Szkoły Głównej Handlowej w Warszawie, były Dyrektor Mazowieckiego Biura Planowania Regionalnego w Warszawie (wspomnienie opublikowaliśmy na pierwszych stronach tego numeru).

dr Paulina Legutko-Kobus, adiunkt w Katedrze Rozwoju Regionalnego i Przestrzennego Szkoły Głównej Handlowej w Warszawie; sekretarz naukowy Komitetu Przestrzennego Zagospodarowania Kraju PAN; zainteresowania naukowe (planowanie strategiczne, programowanie rozwoju, rozwój zrównoważony) łączy z praktyką jako trener prowadzący szkolenia dla JST i ekspert w zespołach opracowujących strategie (na poziomie kraju, makroregionu, obszarów funkcjonalnych, powiatów i gmin).

dr Ewa Jastrzębska, adiunkt w Katedrze Rozwoju Regionalnego i Przestrzennego Szkoły Głównej Handlowej w Warszawie; zainteresowania badawcze i dydaktyczne koncentruje wokół społecznej odpowiedzialności biznesu (Corporate social responsibility – CSR) i pojęć pokrewnych (np. CSV, SSCM), zarządzania środowiskiem w przedsiębiorstwie, nurtów ekonomii heterodoksyjnej (ekonomia zrównoważonego rozwoju, ekonomia daru) oraz etyki biznesu i zarządzania przez wartości.

dr hab. Andrzej Gałązka, pracownik Katedry Rozwoju Regionalnego i Przestrzennego Szkoły Głównej Handlowej w Warszawie; zainteresowania badawcze obejmują problematykę funkcjonowania gospodarki regionalnej i lokalnej, politykę regionalną wraz z zastosowaniem metod badań regionalnych oraz zagadnienia polityki i zagospodarowania przestrzennego. Ponadto w obszarze zainteresowań istotne miejsce zajmują zagadnienia związane z metodyką budowania strategii rozwoju regionalnego i lokalnego.