



REMIX

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European Regional
Development Fund

Smart and Green
Mining Regions of EU



Action Plan Lower Silesia, Poland



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1. General information

Project: REMIX – Smart and Green Mining Regions of EU

Partner organisation:

The Marshal's Office of Lower Silesian Voivodeship

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2. Policy context

The Action Plan aims to impact:

- Investment for Growth and Jobs programme
- European Territorial Cooperation programme
- Other regional development policy instrument

Name of the policy instrument addressed:

Regional Innovation Strategy of Lower Silesian Voivodeship

The Marshal's Office of Lower Silesian Voivodeship is the regional authority responsible for the management of regional development policy on the territory of Lower Silesia pursuant to Article 3 of the Act of 6 December 2006 (Dziennik Ustaw [Journal of Laws] 2006, No. 227, item 1658) and the Act of June 5 1998 on Voivodeship Government (Dziennik Ustaw [Journal of Laws] 1998, No. 91, item 576, as amended).

One of the main instruments to achieve this goal is the Regional Innovation Strategy of Lower Silesian Voivodeship for 2011-2020 (RIS) – the valid strategic document to define regional challenges on building knowledge and innovation based economy. It defines the basis for building efficient regional innovation systems, the strategic objectives of innovation policy and the ways and methods to achieve them. In this way the Strategy directly affects the shape of the Lower Silesian Regional Operational Programme, especially in the priorities areas on enterprises and innovations. The Marshal's Office has the necessary capacity to influence the specified regional policy instrument. It is the body responsible for the implementation, monitoring and any updating of the instrument according to the current needs and expectations.

The process of creating RIS began in 2005. Since then, the Regional Innovation Strategy has been reviewed twice: first in 2011 when the second edition of RIS was implemented and then in 2015 when the Smart Specializations were

introduced with the inclusion of the RIS annex: “Strategic Framework for the smart specialization of Lower Silesia”, in which the key sectors were identified as well as scientific and technological specializations across existing centres of science and enterprises in the region. One of six identified areas of Lower Silesian Smart Specialisations is “Natural and secondary raw materials” which contains three sub-areas: Natural resources (acquisition, advanced processing and use); Technologies for useful materials recovery, recycling and waste treatment; Advanced materials – new characters of raw materials (powders, microstructures, nanostructures, amorphous materials, etc.) and development of new technology.

Raw material sector (mining, processing and recycling), identified as a smart specialization, has a potential to be more evident and boosts the regional economy. This branch may transform into a successful production industry based on locally available raw materials and taking part in the global value chain on the condition that relevant and an up-to-date innovation strategy is implemented.

By taking part in the project the Marshal’s Office of Lower Silesia has been attempting to improve governance of the RIS3 towards stronger and more sustainable mining and raw materials sector with a particular focus on the innovation and knowledge of SME, but also with the assistance of major regional players acting as a growth engines.

As the result, in the first step the already existing approaches have been evaluated during the REMIX peer review in Wroclaw in December 2017. Then, the analysis of the Regional Innovation Strategy 2011-2020 has been carried out in terms of possible updates of the provisions regarding the specialization of natural and secondary raw materials with REMIX stakeholders, on the basis of experience gained during the realisation of the project: regional stakeholders group meetings, peer reviews in Lower Silesia and partner’s regions and good practices gained by partners. It was decided that the change introduced in 2015 to the RIS of Lower Silesia, which emphasized the role of the natural and secondary raw materials industry (including mining) by recognizing it as a smart specialization regions, was the right step.

Maintaining this smart specialization with the necessary modification resulting from the analysis of changes in the global and regional socio-economic environment allows for the continuation of the effective supporting of the industry. The areas for modification were identified and the need for updating

was reported. The next step is to propose new solutions resulting from lessons learnt from other REMIX regions and to update the RIS3, which was set as goal (self-defined performance indicator) in the REMIX Application Form.

The main source of inspiration for the creation of the Action Plan in its present state was the peer review conducted in Wroclaw in December 2017. The REMIX partners and stakeholders met together to conduct the peer review process of the Lower Silesian Regional Innovation Strategy for 20112020 regarding the regional situation of the mining and raw materials sector. The five peer review topics were discussed in the established international working groups:

- 1.** Smart specialisation related to raw materials: importance, area, stakeholders, users, communication;
- 2.** (Financial) effectiveness of instruments supporting S3 implementations;
- 3.** Supporting of creating cooperation between institutions involved in RIS3 implementation;
- 4.** Supporting of SMEs & clusters;
- 5.** Management of RIS3 change.

The conclusions made in the peer review process has influenced the creation of the Action Plan.

Additionally, the good examples of policies and projects as well as direct actions addressed to the mining industry, which were presented during the meeting, made evidence of a serious problem of developing post-mining areas in all partner regions as well as increasing public awareness of the importance of mining in economic development.

Creating the Action Plan resulting from the experience learned from the implementation of the REMIX project will allow to influence such changes in RIS which enhance innovation in the mining and raw materials sector. Without participating in the REMIX project, the present Action Plan would not have been created and the interregional feed-in of knowledge and good practice into the analysis process of the RIS would have not been possible. In reality, thanks to our involvement in the project, the Lower Silesian Specializations gained a highly important and otherwise missing interregional dimension and approach.

3. Action 1: Impact on the changes in the Regional Innovation Strategy of the Lower Silesian Voivodeship for 2011–2020 in the area of mining and raw materials

3.1. Relevance to the REMIX project

The macroeconomic situation and the condition of the mining sector in Lower Silesia have undergone major changes since 2011. This was specified in two reports on RIS3 monitoring. "Monitoring Report on the Regional Innovation Strategy of the Lower Silesian Voivodeship" (2017) prepared by the Statistical Office of Wrocław and "Diagnosis and directions of development of the Lower Silesian intelligent specialization of natural and secondary raw materials" (2017) pointed out that the analysis of the socio-economic environment and the condition of the sector, possibilities and barriers of the development of the sector, etc. must be re-analyzed.

Joining the INTERREG EUROPE project "REMIX" in 2017 should be considered in the category of an opportunity for better adjustment of RIS3 updates in the area of mining and mineral resources to regional expectations. The project's success is the activation of the main regional stakeholders deriving from mining and mineral resources sector. Their involvement in the implementation of the 1st phase of the project, the ability to exchange information and opinions - both at regional and international level, the opportunity to learn about problem solving practices in other mining regions of Europe, de facto created a high-class advisory body for the Marshal's Office.

Project stakeholders are the most important companies, research and development institutions and administration active in the industry which allows to obtain a broad and substantive consensus in the analysis of current policy

and formulating proposals for future regional policy regarding mining and the raw material sector - in accordance with the concept of the “quadruple -helix”. It breaks down the traditional silos between government, industry, academia, and civil participants, bringing these multidisciplinary viewpoints together in an environment that promotes team working, collaboration and sharing ideas.

By working together, this approach can create new value that benefits all participants of the process. In addition to the “quadruple helix” approach, Lower Silesia took advantage of the peer review method to analyse of the socio-economic environment and the condition of the sector, possibilities and barriers of the development of the mining and raw materials sector. The key lessons learnt during the peer review held in Lower Silesia in December 2017 were established as the result of the group discussion:

- 1.** Implementation of RIS3 needs to get money (ERDF and regional funds) **to prioritize activities in an appropriate way. Financial instruments should be well-tailored to meet the Lower Silesian business environment needs.**
- 2. Effectiveness** of (financial) instruments supporting S3 implementations depend on people involved in the process.
- 3.** The important task of RIS3 management is to support the **creation of cooperation between institutions involved in RIS3 implementation – appointing thematic working groups** including representatives of different sectors, meeting regularly to exchange ideas. The group activity should be managed by the regional authority.
- 4.** Involvement of SMEs in the RIS3 creation, change and implementation is a fundamental challenge. The administration responsibility is **building trust and mutual understanding** and extending network with new members.
- 5.** Management of RIS3 change means not only “official” monitoring and changing the strategy documents but **constant observation of S3 environment and communication with the S3 “market”**.

These conclusions should be taken into account during the RIS3 updating process as a part of recommendations for updating the RIS3. The other ideas for recommendations come from the identified good practices of partner regions. The hosts of the Cornwall meeting presented two interesting projects addressed to the mining industry in the context of mining of metallic raw materials for

new applications (Lithium Exploration Project) and exploitation of resources for energy needs (Cornwall Geothermal). Lower Silesia is rich in minerals and geothermal water. These good practices from Cornwall have a high potential to become an inspiration for creating a new sub-area “Exploration, protection and exploitation of mineral waters and peat” as a part of the smart specialisation “natural and secondary raw material”.

The importance of the Circular Economy and waste treatment was indicated during the peer review in Portugal and Finland. Their experience will serve as the inspiration to underline the importance of the Circular Economy in the recommendation for the RIS3 – e.g. creating of the sub-area “Waste treatment and advanced materials”.

In consequence, the recommendations for the RIS3 update will be laid down as a result of the knowledge and lessons gained during the REMIX project realisation. The process of updating the Lower Silesian Innovation Strategy for 2011-2020 will proceed according to the schedule established and approved by the Board of the Lower Silesian Voivodeship (more details below).

3.2. Nature of the action

With reference to the innovation growth and building long-term economic competitiveness in mining it is essential to make an attempt at “modernizing” the mining industry at various levels: technological, economic, social and environmental. The experience gained during the implementation of the REMIX project allows such impact on the RIS3 update in the field of natural and secondary raw materials to meet the requirements of the mining industry. The most important part of the action will be preparing recommendations to update the Regional Innovation Strategy of the Lower Silesian Voivodeship for 2011-2020 based on the REMIX project conclusions, experiences and lessons.

The suitable recommendations based on the formulated considerations will be composed and introduced with a particular focus on regional specializations related to mining and resources with the greatest prospects in innovation.

Based on the analysis of existing documents and data, debates among REMIX stakeholders and with involvement of project partners as part of interregional exchange, the following main elements of the future recommendations document were pointed out:

- 1.** Summary of the diagnosis regarding the specialization of natural and secondary raw materials, including the SWOT analysis;
- 2.** Revision of sub-areas of the specialization based on the potential of R & D projects implemented in the region and diagnosis - (that is, the answer to the question which sub-areas should be removed due to the lack of potential for implementing innovations in the region);
- 3.** Separation of areas/sectors that have not been included in the specialization so far and should be there;
- 4.** Information which sub-areas of the specialization proposed for inclusion in the RIS3 update should in particular be supported due to their innovative potential;
- 5.** Identification of the main barriers to initiating and implementing R & D projects by enterprises in the field of specialization;
- 6.** Indication of the desired goal and effects of specialization support for the region's economic development.

Updating of the Regional Innovation Strategy of the Lower Silesian Voivodeship for 2011-2020 is a process conducted on the regional level by the Unit directly responsible for coordination and management of the RIS3 in the Marshal's Office of Lower Silesia. The recommendations will be forwarded to the Unit during the RIS 3 updating process.

The following activities and corresponding outputs within the RIS update process (mining and raw materials smart specialisation) are planned in the chronological order:

1. Preparation of the recommendations for the RIS3 updating

The interregional experience, knowledge and lessons gained and inspired during the REMIX project will be summarized and presented in the context of the socio-economic situation in Lower Silesia.

2. Participation in works on the RIS3 updating

The recommendations will be forwarded to the Unit directly responsible for coordination and management of the RIS (Economy Division) and to the chosen contractor (selected in the tender) responsible for the development of the updated RIS. A person from the Remix project regional team will be appointed to take part in the whole RIS 3 updating process, in line with the proper regulations in force for such processes.

3. Taking part in the public consultations of RIS3

The working group on the mining and raw materials smart specialisation will be constituted. The institutions participating in the stakeholders group meetings and the Remix project realisation will take part in the group works. The appointed person responsible for the implementation of the recommendations developed during the REMIX project's realisation will work on the task realisation.

4. Monitoring of the changes in the RIS3

The updated draft of the RIS3 will be checked on how the recommendations resulting from the realisation of the Remix project will have been taken into account.

5. Acceptance for the implementation of the updated RIS3

The Lower Silesian Voivodeship Board will accept the changes in the RIS3 and the updated version of the RIS3 will be issued. The REMIX stakeholders will be informed about changes related to the mining and raw materials industry.

All the activities are aimed at improving the RIS in the area of natural and secondary raw materials in order to better implement funds intended for increasing the level of innovation in the area.

3.3. Stakeholders involved

- 1. The Lower Silesian Voivodeship Board** – agreeing to undertake the work on the updating of the Lower Silesian Innovation Strategy, approving the rules of work and the work schedule, approval of the final version of the document.
- 2. Economy Department, Economy Division** – coordination of updating works, including: commissioning the project of the updated Strategy, conducting public consultations on the Strategy, commissioning ex-ante evaluation of the Strategy project and strategic environmental impact assessment, cooperation with the Regional Council in the field of presenting information on the course of work on the Strategy and presentation of the Strategy project to the committees of the Regional Assembly.
- 3. Experts Working Group** – cooperation with the Economy Department of Marshal's Office of Lower Silesia, which coordinates update and development process, cooperation with the contractor responsible for RIS development, evaluation of the Strategy assumptions and objectives, assessment of the implementation model and monitoring, evaluation of comments and proposals made during public consultations on the draft of the document. Experts do not receive payment for participation in a working group, and consultations on RIS are not paid.
- 4. Lower Silesian REMIX stakeholders** ongoing consultation of specific entries of the updated RIS (mainly via personal contact with by phone, email, etc.); participation of selected stakeholders as experts in the Experts Working Group;

The process of the revision of the RIS will take into account broad public consultation. In the area of mining, raw materials and new material technologies, the most important social partners for consultations will be almost the same organizations that formed the REMIX project stakeholders group. It should be expected that the REMIX project stakeholders will share their individual experiences and thoughts resulting from the meetings and presentations they encountered during the REMIX project realisation. The transfer of international learning will take place not only through the Marshal's Office employees realising the project but also through the project stakeholders. This will further reinforce the contribution that the REMIX project will bring to work on updating the RIS. The selected representatives of the REMIX regional Stakeholders group will officially participate in the experts working group on the mining and raw materials smart specialisation which will be created during the process of the RIS updating.

The group of project stakeholders are representatives of scientific units, administration and enterprises (including business organizations and clusters) with an extremely high potential of knowledge about mining and the raw materials sector:

- 1.** Instytut Rozwoju Terytorialnego (Institute for Territorial Development)
- 2.** KGHM Cuprum Sp. z o.o. Centrum Badawczo Rozwojowe (KGHM CUPRUM Ltd. – Research & Development Centre)
- 3.** KGHM Polska Miedź S.A. (KGHM Polish Copper)
- 4.** Klaster Kamieniarski (Stone-masonry cluster)
- 5.** Klaster Wałbrzyskie Surowce (Wałbrzych raw materials cluster)
- 6.** Okręgowy Urząd Górniczy we Wrocławiu (District Mining Authority in Wrocław)
- 7.** Państwowy Instytut Geologiczny- Państwowy Instytut Badawczy (Polish Geological Institute – National Research Institute; Lower Silesian Branch)
- 8.** Politechnika Wrocławska (Department of Geoengineering, Mining and Geology of Wrocław University of Technology)
- 9.** POLTEGOR-INSTYTUT - Instytut Górnictwa Odkrywkowego (POLTEGOR INSTITUTE - Opencast Mining Institute)
- 10.** PORT Polski Ośrodek Rozwoju Technologii Sp. z o.o. (Polish Center for Technology Development)
- 11.** Związek Pracodawców Polska Miedź (Employers' Organization of Polish Copper)
- 12.** Strzeblowskie Kopalnie Surowców Mineralnych in Sobótka (Strzeblowskie Mines of Mineral Resources)

The stakeholders will be involved in the above activities on a voluntary basis and will receive no payment for their contribution.

3.4. Timeframe

The process of updating the Lower Silesian Innovation Strategy for 2011-2020 proceeds according to the schedule established and approved by the Lower Silesian Voivodeship Board:

- September 2019 - preparation of the draft of the updated Lower Silesian Innovation Strategy
- September - November 2019 - conducting proceedings regarding the Strategic Environmental Assessment
- November - December 2019 - public consultations of RIS project, including consultations within the working group on the mining and raw materials smart specialisation to ensure adoption of the recommendations resulting from REMIX project realisation
- December 2019 - January 2020 - preparation of the ex-ante evaluation report on the Strategy project
- January 2020 - presentation of the revised project to the Committees of the Lower Silesian Regional Assembly
- February 2020 - the Lower Silesian Voivodeship Board adopts the changed Lower Silesian Innovation Strategy for implementation

The course of Action 1 must be adapted to schedule established and approved by the Lower Silesian Voivodeship Board. The activities envisaged within Action 1 will run according to the timetable.

	09/ 2019	10/ 2019	11/ 2019	12/ 2019	01/ 2020	02/ 2020	03/ 2020	04/ 2020
1.1. Preparation of the recommendations for the RIS updating								
1.2. Participation in works on the RIS updating								
1.3. Taking part in the public consultations of RIS								
1.4. Monitoring of the changes in the RIS								
1.5. Foreseen acceptance for the implementation of the updated RIS								

3.5. Costs

The appointed person responsible for the implementation of the recommendations developed during the REMIX project's realisation and related to "Natural and secondary raw materials" smart specialisation will take part in the work on the updating of the Regional Innovation Strategy of the Lower Silesian Voivodeship for 2011–2020. The costs related to her/his work will amount altogether to circa 24 000 EUR and will be included in the staff cost of the annual budget of the Lower Silesian Voivodeship. The total cost of updating the Lower Silesian Innovation Strategy is not yet known (It depends on the costs of a contractor selected in the tender).

3.6. Funding sources

Update of the Regional Innovation Strategy of the Lower Silesian Voivodeship will be entirely financed from the budget of the Lower Silesian Voivodeship. Personnel costs of a person involved in the above-mentioned activities will be financed from the own annual budget the Lower Silesian Voivodeship.

4. Action 2: Improving the multilevel governance of RIS3 in the area of natural and secondary raw materials

4.1. Relevance to the REMIX project

Due to the involvement in the REMIX project the Marshal's Office gained an opportunity for a unique insight into current and planned activities of stakeholders' and other key industry players to provide a material for the region's analysis in terms of impacting the regional development policy. This bottom-up approach appears to be particularly important in delivering a packet of unrestrained data necessary to achieve authentic and comprehensive policy improvement and revision.

Participation in the REMIX project has contributed a lot to the knowledge of the partners, also in the methodological dimension. This applies in particular to the transfer of experience between stakeholders and the high involvement of social partners. REMIX project partners and stakeholders have jointly participated in many activities, sharing knowledge on how to better implement RIS3 in order to achieve better development of the regional mining sector. The developed best practice in post-mining areas, such as creating geo-parks in closed quarries e.g. UNESCO Naturtejo Geo-park in Portugal, or museums e.g. Focis Minig Park-Vaggoneto in Greece, or Cornwall Mining World Heritage in the UK served as inspiration for possible activities to be implemented in Lower Silesia. Also regional experiences in Lower Silesia show a positive reception of this type of activities on local development as well as for arising of social acceptance for mining. In particular, the good practice of the Naturtejo Park - linking mining issues with a broad environmental context can be an example for adaptation by local geo-parks (e.g. Geo-park Przedgórze Sudeckie which tries to become a part of the network of the UNESCO geo-parks) in Lower Silesia region.

In the dimension of support for entrepreneurship, the presented policy of the Institute for Business Competitiveness of Castilla y León region have been analysed and shown that it can be used as a model and good practice. Especially

the financial support carried out in the mining areas of the Castilla y León region through the Plan of Municipal Revitalization of Mining Communes (2016-2020) may be adopted to our regional condition. Lower Silesia doesn't have such an instrument but will try to adopt some elements of the plan for the better governance of RIS3 in the field of supporting innovative mining initiative/projects in the local level. This lesson will be used in activities carried out at the regional level. The Marshal's Office is obliged to disseminate and spread the knowledge gained through this process among institutions, companies and individuals engaged in the mining and raw materials sector.

The most valuable tool for interregional learning and transferring knowledge was the peer review meeting conducted in every REMIX partners region. Participants of the peer review meeting in December 2017 discussed the problems of the RIS3 implementation in context of Lower Silesia. The group discussing the issue of management of RIS3 came to the final statement that: *governance of the RIS3 comes down to constant observation of S3 environment and communication with the S3 "market"*. Furthermore, the main conclusion of the groups' work and the overall discussion during the peer review meeting and the final recommendation for the region was the statement: *"Good communication in the region is the key to success in the RIS3 implementation"*. This opinion was repeated many times during the peer review meetings in other REMIX regions. The results of the REMIX peer reviews were inspiration for activities which improve the governance of the RIS3 and its implementation in the mining and raw materials area.

The management of RIS3 in the Lower Silesian Voivodeship is to a large extent based on communication with social partners. In the next years applied activities will be maintained and strengthened by extending the set of communication tools with strong feedback in the area of mining and raw materials. The lessons learnt from participation in the REMIX project indicate that there is a need for neutral information about mining and raw materials industry in regional societies.

4.2. Nature of the action

Activities proposed under Action 2 are aimed at improving governance of RIS3 in the area of mining and raw materials economy. Using communication tools as well as direct and continuous contact with main actors of mining and raw materials sector will lead to the better understanding of importance of RIS3 and its better implementation by realizing good quality initiatives and projects. The purpose of these activities is not only “official” monitoring and changing the strategy documents but constant observation of S3 environment and communication with the S3 “market” and hence support the creation of multilevel governance and cooperation between institutions involved in RIS3 implementation. This should lead to a better implementation of RIS3 as current feedback from participants will be gathered, even after the update process of the Regional Innovation Strategy is completed, and taken advantage of by the unit directly responsible for it. The planned activities are effective tools to create synergies – connections between participating institutions representing different background (e.g. SMES vs. universities).

In order to enhance innovative development of the regional mining and raw materials sector the following actions are planned:

1. Achieving better RIS3 implementation by creating a communication platform and a knowledge database

The objective of the task is to disseminate collected REMIX and other relevant international projects results, esp. good practices (translated into Polish), through the platform as initiatives worth considering to be followed. The other is to present current financial opportunities to stakeholders in order to motivate them to develop opportunities for new projects. The platform will be also an excellent opportunity for promotion of industrial interest (including among SMEs) for international cooperation and raising awareness on funding opportunities through the support of international cooperation.

1.1 Creating the website tab with the knowledge database in Polish

linked to the websites of Marshal’s Office of the Lower Silesian Voivodeship - esp. REMIX webpage

1.2 Issuing a periodical newsletter on funding opportunities and presenting results of international projects

1.3 Organising an event presenting the possibilities of obtaining funds and creating international cooperation

1.4 Gathering and delivering potential feedback from participants to the unit responsible for the management and coordination of RIS3 (Economy Division).

2. Supporting entrepreneurship and networking of regional and local parties interested in creating innovative projects.

The objective of the task is to create networking opportunities for interested parties to stimulate exchange of experiences and a know-how as a base for cooperation in the common thematic areas. This activity should aid actors in becoming more active in obtaining funds esp. from international programs and implementation of the good practices indicated within the REMIX project, and establishing cooperation partnerships in any future initiatives related to mining.

2.1 Organising a meeting on the topic of management of post-mining areas

2.2 Organising a meeting on the topic of supporting of entrepreneurship and international cooperation in the area of RIS3

2.3 Gathering and delivering potential feedback from participants to the unit responsible for the management and coordination of RIS3 (Economy Division)

4.3. Stakeholders involved

The group of stakeholders involved in the implementation of the action are the main regional actors operating in the area of mining and raw materials interested in growing innovation, and thus the implementation of RIS in this area.

- 1.** Project's stakeholders (as in Action 1)
- 2.** Mining companies and institutions, including SMEs
- 3.** Institutions involved in the projects activities as project partners esp. international programmes as Interreg, HORIZON 2020, RFCS, and others)

All the stakeholders will be involved in the above activities on a voluntary basis and will receive no payment for their contribution

4.4. Timeframe

	Semester 7	Semester 8	Semester 9	Semester 10
1. Creating a communication platform and a knowledge database in order to achieve better RIS3 implementation				
1.1 Creating the website tab with a knowledge database in Polish linked to the websites of Marshal's Office of the Lower Silesian Voivodeship - esp. REMIX webpage				
1.2 Issuing a periodical newsletter on funding opportunities and presenting results of international projects				
1.3 Organising an event presenting the possibilities of obtaining funds and creating international cooperation				
1.4 <u>Gathering and delivering potential feedback from participants to the unit responsible for the management and coordination of RIS3 (Marshal's Office's Economy Division)</u>				
2. Networking of regional and local parties interested in creating projects related to the circular economy and management of post-mining areas				
2.1 Organising a meeting on the topic of management of post-mining areas				
2.2 Organising a meeting on the topic of supporting of entrepreneurship and international cooperation / circular economy				
2.3 <u>Gathering and delivering potential feedback from participants to the unit responsible for the management and coordination of RIS3 (Marshal's Office's Economy Division)</u>				

4.5. Costs

Costs related to the work of a person responsible for the action implementation will amount altogether to circa 24 000 EUR and will be included in the staff cost of the annual budget of the Lower Silesian Voivodeship. The other costs as: transport, travel and accommodation and costs of organising meetings will amount altogether to circa 5 000 EUR and will be planned in the annual Marshal's Office of the Lower Silesian Voivodeship budget every year.

4.6. Funding sources

All activities within Action 2 will be financed from the own budget of the Lower Silesian Voivodeship.



This Action Plan will be implemented and monitored by The Marshal's Office of Lower Silesian Voivodeship.

Date: 21 / 8 . 2019

Signature:

Zastępca Dyrektora
Departamentu Gospodarki

Tomasz Krzeszowiec

Tomasz Krzeszowiec, Deputy Director of the Department of Economy
The Marshal's Office of Lower Silesian Voivodeship