Private Sector Interaction in the Decision Making Processes of Public Research Policies

Country Profile: Poland

1. Political, institutional and economic framework and important actors

In the last years, Poland has achieved a fast economic growth and has increased its exports considerably. But this growth is based on improved market conditions and low manufacturing costs of Polish enterprises. However, labour productivity, foreign direct investment and innovation performance were mostly disappointing. According to the European Innovation Scoreboard 2005, Poland ranks on the 21st position of the 25 EU Member States on the Summary Innovation Index. In particular, Polish companies do not invest sufficiently in innovation. With an R&D intensity of 0.58% of GDP in 2004, of which approximately 30% were financed by the Private Sector, Poland lags considerably behind European average.

But there is a growing recognition that research and innovation are important for the future economic growth and welfare of the country. And research and innovation networks are being developed, fuelled by the support of the Structural Funds.

**Law on Innovation Support - encouraging Private Sector involvement in R&D**

This law, prepared by the Ministry of Economic Affairs and Labour, is currently under consideration by the Polish parliament. The law has four goals: The establishment of a private R&D sector, better regional and national innovation policy, better allocation of public funds and a higher share of private funding for R&D.

The law will establish a “Technological Loan”, a legal “R&D Centre” status, tax incentives, and a reform of the law on R&D units.

The Science and Innovation policy and governance system and various research institutions underwent significant changes in the last years. Figure 1 summarises the current key actors.

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Figure 1: Structure of the Polish Science and Innovation System

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a. Political/governmental authorities and advisory bodies

Research and innovation policy is the political responsibility of the national government. The Prime Minister and the Council of Ministers have to set strategic priorities, define general policy goals and propose the distribution of the budget. In January 2005, the Science and Technology Development Council was organised to serve as a strategic advisory body for the Council of Ministers in matters of scientific and technological progress.

Until October 2005, the executive responsibility for creating proposals and managing the institutional framework for the national research and innovation policy was divided between three ministries. The Ministry of National Education and Sport concentrated on educational issues. The Ministry of Scientific Research and Information Technology focused on the science and technology aspects, while the Ministry of Economic Affairs was oriented towards the commercial aspect of research and innovation.

The Ministries are responsible for the preparation of new legislation, which the Council of Ministers then passes on to the Parliament as a law proposal. Parliament approves legislation and decides on the annual budget and taxes. It has the final word with regard to the size and division of the budget allocated to research, which has a significant impact on the activities of government-funded research institutions. Parliament has the possibility of introducing law proposals on its own, but in the area of innovation, it has so far relied on the expertise of the various Ministries. Private Sector research and innovation activities are influenced by the structure of taxation.

The Ministry of Scientific Research and Information Technology (MNiI – Ministerstwo Nauki i Informatyzacji) was established in 2003. Its direct predecessor was the Committee of Scientific Research (KBN – Komitet Badan Naukowych), which existed from 1991 to 2004. The committee was composed of elected representatives of the scientific community, who allocated the budget for scientific research. It was disbanded in January 2005 and in its place the Council of Science was created, which has only advisory power. MNiI is the executive body which has the role of financing R&D activities through grants. MNiI sets research priorities.

The Ministry of National Education and Sport (MENiS) supervised the universities and provided funding for their educational tasks. It did not directly finance R&D activities (like MNiI), but financed the didactic work of scientists teaching at universities. This financial channel therefore also indirectly supported research by being the researchers’ basic source of income. Furthermore, its role in supervising higher education was also essential for the innovation economy. MENiS provided direction for education policy.

For a short period – between October 31, 2005 and May 6, 2006 – MNiI and MENiS were merged by the Prime Minister to form a new ‘superministry’ (MEiN - Ministerstwo Edukacji i Nauki) which inherited all departments and tasks of both former ministries. However, all documents related to research and innovation policy that are currently in force were created under the previous organisational structure with three separate Ministries. The Ministries are obliged to coordinate all overlapping aspects. However in the short period during which the ‘superministry’ was institutionalised, this consolidation has had no effects for research and innovation policy. In May 2006, this structure was reverted to the previous situation to form the Ministry of Science and Higher Education and the Ministry of National Education. Responsibilities of these newly established ministries are very similar to those of their predecessors before the foundation of the ‘superministry’. One important exception is that the control over higher education is now delegated to the MNiSW.

The previous Minister of the ‘superministry’ assumed responsibility for the new Ministry of Science and Higher Education (MNiSW) and inherited the control over the research aspects of innovation policy and higher education. This situation is similar to the period 1972-1987, when higher education was transferred already from an educational ministry to a science ministry. Nevertheless, although the reasons for the current reorganisation were political, the reform can result in improved ministerial governance of research at universities by creating a coherent research policy. Responsibility for priority setting and resource allocation between
academics’ roles as educators and researchers and solution of possible conflicts between research and teaching objectives are now in one hand.

The Ministry of Economic Affairs (MG – Ministerstwo Gospodarki) manages several important programs and institutions, e.g. the ‘Sectoral Operational Program - Improvement of the competitiveness of enterprises’, the EU Cohesion Fund, the PARP (Polish Agency for Enterprise Development) and the Patent Office. This ministry was formerly known as The Ministry of Economic Affairs and Labour (MGiP – Ministerstwo Gospodarki i Pracy).

Various other Ministries have only an indirect influence on innovation policy through their advice on the main directions of policy. Many Ministries have their own R&D units.

b. Intermediate bodies

There are various intermediate bodies which were set up by the ministries in order to facilitate the progress of science and competitiveness of Polish enterprises. The most important is the Polish Agency for Entrepreneurship Development (PARP – Polska Agencja Rozwoju Przedsiębiorczości, funded in 1995), which controls the majority of instruments put into place by governmental programs. PARP has started the National System of Services (KSU - Krajowy System Usług) for SMEs: 140 regional centers providing training, consultancy, information and financial services. The Technology Agency, being a part of PARP, manages financial programs aimed at the stimulation of innovation at the company level.

The Patent Office (Urzad Patentowy) is responsible for granting and maintaining legal protection of industrial intellectual property. The Foundation for Innovations, Restructuring and Entrepreneurship and the National SME Services Network and others are directly advising SMEs on how to increase their research and innovative activities and providing support for this.

c. Research performing institutions

There are more than 800 officially registered R&D performing institutions in Poland. They can be classified in three major government-funded types:

- 128 universities and other different types of higher education institutions, structured in faculties, departments and institutes, many of which perform research,
- 80 research units of the Polish Academy of Sciences (PAN),
- 201 ministry-supervised R&D units.

Most research institutions are self-governed by scientists; the involvement of the beneficiaries of the research results, like the industry and the public, is not clearly defined. These research institutions have their own representatives in the Science and Technology Development Council, which gives them an influence on policy making at the highest strategic level. There are also 3 private institutes that function as foundations (focusing on research in economics).

d. Private Sector

The perceptions and interests of the Private Sector are represented vis-à-vis policy makers by several organisations. The Business Centre Club promotes its member companies at home and abroad, and represents entrepreneurs in disputes with tax and customs authorities. The Business Centre Club has some lobbying power for industry-oriented policies in Poland, including innovation policy. The Polish Confederation of Private Employers (PKPP Lewiatan), is able to influence regulations at the international level, delegates its representatives to numerous institutions and is currently writing a review of the National Development Program (NPR) 2007-2013 with the goal of making it more accessible to private businesses. The Polish Chamber of Commerce (KIG - Krajowa Izba Gospodarcza) seeks to develop a corporate self-governance system, which will embrace all of the rules of action by the entrepreneurial community. It plays an advisory role with regard to business law.

In addition, the Private Sector is in a driving role in a number of Technology Platforms which were set up in January 2005 by representatives of industry (including SMEs), public authori-
ties, research community and financial organizations. The mission of the platforms is the development of technology by specific research programs and its implementation in line with research policy objectives.

Further Private Sector-led initiatives in support of research and innovation activities include *Science and Technology Parks* and *Entrepreneurship Incubators* which help young entrepreneurs set up their business at the early stage and provide legal assistance. The *Business Angels Association Network* supports the foundation and development of young innovative companies and (mostly foreign) Venture Capital funds provide start-up and growth capital for young, innovative Polish companies.

2. National research policy decisions and Private Sector involvement

Technological and innovation policy comprises at least three categories of actions: *priorities, incentives* and *institutions*.\(^2\) The research policy in Poland is currently being transformed on all three of these aspects. According to the Polish law, research policy is a part of the National Development Plan (NPR), which sets broad priorities.\(^3\)

In Poland, the instigation, design and implementation of general research policy framework belong to the competences of 2 ministries. The Ministry of Education and Science\(^4\) is responsible for fundamental science; the Ministry of Economic Affairs and Labor (MGiP) is responsible for the law on innovation. Strategic documents, which set goals should be approved by the Council of Ministers, while legal acts (bills) must be passed by the parliament of Poland, i.e. Sejm and Senate.\(^5\)

The general research policy framework should be in line with the NPR priorities. It consists of strategic documents prepared by the government and approved by the Council of Ministers, but it is not a legal act. The broad priorities listed in the NPR are developed in these strategic documents to sub-priorities (strategic goals). During the 1990s, the MNiI and MGiP developed a series of strategic documents related to the science and technology sector. At present, strategic goals of the research policy in Poland are included in the following documents, which constitute the policy framework (without the status of laws)\(^6\):

- Pro-growth activities plan for 2003-2004, approved in 2003
- The National Development Plan (NPR) 2004-2006, which will be later followed by the currently publicly consulted NPR 2007-2013 (see: box in chapter 1),
- Improving innovativeness of the economy of Poland until 2006 developed and introduced by MGiP in 2003,
- Strategy of a constant increase in R&D expenditures aimed at the fulfillment of the Lisbon Strategy, prepared jointly by MNiI and MGiP and approved by the Council of Ministers in March 2004,
- Suggested Directions of the Development of Science and Technology in Poland till 2020, introduced by MNiI in November 2004 (a part of this strategy is the Foresight program – see: box in Chapter 1),
- Science, Technology and Innovation Policy for Poland till 2020, introduced by MNiI in December 2004.

The second element of policy-making is related to incentives that are introduced by legal acts. The legal acts that constitute a legal framework of NIS are the following (majority of bills have been introduced recently or are being designed at present):

\(^2\) Lall and Teubal, 1998.
\(^4\) Formerly the Ministry of Scientific Research and Information Technology (MNiI)
\(^6\) Listed in chronological order; older documents that are not in force are not listed.

Law on Higher Education currently considered by the parliament of Poland, approved by the Sejm on 3rd June 2005 and sent to the Senate for consideration and approval.

Law on Support to Innovation, which was designed by MGiP. Since November 2004, it has been under consideration by the Polish parliament.

Law on Public-Private Partnership, being under consideration of the Polish parliament since August 2004.

The still valid Law on Research & Development Units (in force since 1985), which describes the special legal status of ministerial R&D units. It is currently being transformed.

The third aspect of research policy is institutional. Concerning the institutions of policy, policy-makers are aware that they have to develop mechanisms for decision-making that allow multilateral interaction between policy makers, the business sector and academics.

Instigation and design stages

The formal process of initiating changes in law is complicated and time-consuming in Poland. According to the Constitution of Poland, an implemented by the Law on Legislative initiatives of Citizens, a group of 100,000 citizens can officially initiate, develop and present a proposal for a new law to the Sejm for consideration and approval. However, so far, there have not been any initiatives of this kind in the field of research policy in Poland. Official policy instigation is limited to the presentation of the Private Sector’s opinion about problems that appear in doing business. It is however a broader issue, only partly related to research policy (in particular to support to innovation).

Private Sector involvement in policy instigation can also be seen during conferences, seminars and other discussion forums. This type of dialogue is initiated by both sides: government and private bodies. In 2005, several conferences focused on innovation. One of them was initiated by a ministry and a private organization. Another one was initiated by a private business organization. This latter one focused on the public involvement in financing of R&D performed by the business sector in Poland over the period of 2005-2015. Conferences, seminars, workshops are organised occasionally by organisations representing different sectors. They are quite a popular form of interaction between the government and the Private Sector as they take place quite often (every month there are a few events).

A permanent discussion platform is offered by The Polish Lisbon Strategy Forum (PFSL) which was initiated in 2003 with the active collaboration of foreign (or multinational) organisations. It created an independent platform for public discussion on state policies within the framework of Public-Private-Partnership between civil society, government, business and academia. There is on-going discussion during conferences and seminars organised regularly by PFSL as well as debates in mass media. Moreover, representatives of the Private Sector can present their opinion on-line by taking part in e-debates on different topics related to the Lisbon strategy. One of the current topics of this e-debate is ‘Knowledge-based economy’. The results of these debates are included in two types of publications prepared by the PFSL that can be regarded as policy instigation: green books and blue books. They define problems related to the development of the knowledge-based economy in Poland and give policy recommendations.

There was a failed attempt to build a permanent forum for enabling Private Sector lobbying in the field of research policy. The proposal presented by the Polish Private Equity Association (PPEA) was not supported by the MNiI.

7 article 118, point 2.
The involvement of the Private Sector in the design process of research policy is executed at different levels and takes different forms. The highest level is a consulting (advisory) body named The Science and Technology Development Council, working for the Prime Minister of Poland and for the Council of Ministers. It was created in January 2005. The members of the Council are:

- the Prime Minister and the relevant ministers,
- the President of the Polish Academy of Science; the head of the Conference of Rector of Academic Schools in Poland (CRASP); the head of the Main Council of the Research Units; the President of The Foundation For Polish Science (FNP); the head of the Council for Socio-Economic Strategy; they represent NGOs,
- stakeholder representatives, including Private Sector representatives, can be chosen 'ad hoc' by the Prime Minister, depending on the topic. But so far no such representatives were included in the council.

The second type of Private Sector involvement in designing research policy is a direct support and involvement in the creation of new laws (bills). This occurred in the case of the Law on Higher Education (currently under consideration of the Polish parliament). The project of the law was prepared by the President of Poland, who invited the Polish Rectors Foundation (a non-profit organization created by CRASP) to collaborate in this field.

The third level of Private Sector involvement in policy design is a form of official consultation. Opinions of Private Sector representatives are collected by the administration with regard to any law designed by the government during so-called 'public opinion consultations'. The requirement that any law prepared by the government must be widely consulted with the representatives of the Polish society is included in the Statute of the Council of the Ministers and the Statute of the Sejm. According to these two statutes, an assessment of the effects of the law and the opinions of the representatives of the society are necessary for the legislative procedure to begin in the Sejm. There are however no clear guidelines as to how the representatives of the society should be selected. Therefore, the selection of representatives of the Private Sector and the scope of consultations depend on administrative bodies which prepare changes in law. In practice, these consultations of the public opinion are usually conducted among the following organizations:

- 2 organizations of employers, the Confederation of Polish Employers and the Polish Confederation of Private Employers 'Lewiatan';
- the Polish Chamber of Commerce (KIG);
- Branch Chambers of Industries;
- The Business Centre Club;
- The Conference of Rectors of Academic Schools in Poland (CRASP);
- main councils of the R&D Units;
- technology parks;
- the Polish Business and Innovation Centers Association in Poznan;
- the Foundation for Innovation Restructuring and Entrepreneurship FIRE, Warsaw;

Individual enterprises are very rarely asked for their opinion. According to the information collected by policy-makers (relevant ministries), individual firms were officially asked by policy-makers for consultation only once in the case of the Foresight program and it was extremely difficult to get their detailed opinion as they consider themselves as incompetent in policy-making issues.

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9 ZARZADZENIE Nr 10 PREZESA RADY MINISTRÓW z dnia 31 stycznia 2005 r. w sprawie powołania Rady Rozwoju Nauki i Technologii.
For example, the NPR was discussed in 16 regional conferences (May-June 2004), 13 sectoral conferences (September-December 2004), and in consultations with the European Commission (October 2004) during its development phases under the auspices of the Council of Ministers.

The fourth level of Private Sector involvement is a possibility to express opinion voluntarily. The MNiI regularly publishes an internet Newsletter, where all legislative initiatives are presented in advance. In some cases, the MNiI puts an official call for opinions (example: Foresee program) on the website, and enterprises as well as individuals can present their opinion concerning strategic documents and changes of the law directly to the Ministry. In practice however, there was no public interest in answering this call and this method was not effective in collecting public opinion.

**Implementation and Assessment/revision stages**

The advisory body most engaged in the implementation of research policy is the Council of Science set up by the MNiI in 2005. The Private Sector is represented in the Council’s Committee on Research for the Development of the Economy, which is responsible for the assessment of research units that apply for financing from the state budget. It also gives recommendations to the Minister concerning the research projects and prepares a ranking of these projects. The Committee consists of 26 people, 2 of them representing the Private Sector (the president of The Polish Bank Association and the president of a private computer firm). The representatives of the Private Sector are selected by the Minister of Science and Information Technology.

The role of the Private Sector in the implementation of research policy is growing. It can be seen in the creation of inter-sectoral organisations, platforms that attempt to influence the implementation of research policy. The policy created a good framework for a number of new collaborative activities between the government and enterprises (e.g. US Offset Program). Another channel for the implementation of research policy is related to programs financed from the European Structural Funds. The Private Sector can be involved in these programs as a beneficiary. The main executive body within the program is the Polish Agency for Entrepreneurship Development (PARP), which manages financial schemes aimed at stimulating innovation in the business sphere.

There is no formal requirement for the assessment of research policy with regard to the effects of particular policy measures. There are, however, expertises that assess ex ante the anticipated results of policy instruments, but these are prepared by public research institutes or expert groups from universities at the request of the government.

The Polish Lisbon Strategy Forum (PFSL) prepares regular assessments of the main strategic goal of research policy, building a knowledge-based economy in Poland. This is included in so-called ‘white books’, where current performance and progress in achieving a knowledge-based economy are presented.

There are also a few private research foundations in Poland that make economic assessments of governmental policies. But research policy is only assessed occasionally. Examples of such private science foundations include CASE - Center for Social and Economic Research, an international non-profit independent research and policy-advisory institute, the Adam Smith Research Centre, a non-profit foundation and the Gdansk Institute for Market Economics, a non-profit think tank.

The majority of enterprise associations do not have special units/departments dealing with the economic assessment of governmental policy results. There are only a few examples, e.g. the Polish Confederation of Private Employers ‘Lewiatan’, which has a department of economic analysis and occasionally prepares reports about some aspects of Polish entrepreneurial climate and culture. These reports do not explicitly assess policy, but sometimes include relevant elements. For instance, in 2004 ‘Lewiatan’ conducted a survey among 1107 firms assessing innovativeness of SMEs. Policy assessment reports are very rarely prepared by the Private Sector and they do not focus on R&D matters.
Observations: Possible barriers and current initiatives

Private Sector involvement in research policy decision-making in Poland is increasing. In particular, it is visible in the policy design stage, driven by EU requirements concerning the involvement of Private Sector representatives in policy making. There is also a growing awareness among representatives of both sides, i.e. the Private Sector and the governmental administration, that the Private Sector can be a valuable partner in policy making. An improved understanding of the role of stakeholders is mainly a result of transition and of Poland’s membership in the EU.

The perception of stakeholders concerning Private Sector involvement in research policy-making is unclear. On one hand, governmental administration declares that Private Sector involvement is necessary. But on the other hand, there are no efforts made to launch a wider campaign in order to increase interest in the involvement of main Private Sector actors. Similarly in the Private Sector, business representatives declare that they want to be included in the policy making process, but when a possibility appears they do not want to devote their time and effort to it, as they feel that they have no effective influence on policy. Nevertheless, Private Sector involvement is generally perceived as helping public research policy-making by improving the quality of decisions and adding some valuable input (new ideas, methods).

The following barriers are currently limiting active and efficient Private Sector involvement:

- There is a lack of awareness among the Private Sector that it can shape research policy.
- The Private Sector representatives do not believe that their opinion will be taken into account.
- The Private Sector feels that policy documents are too broad, unrealistic, just a set of declarations that are not going to be implemented.
- The policy making process is time-consuming and Private Sector enterprises consider their involvement as a waste of time.
- There are negative stereotypes inherited from the socialist period that antagonize the public administration and the Private Sector.
- The public administration does not have an appropriate database of important Private Sector players. Therefore, Private Sector representatives are not always properly selected.
- The role of chambers of industry & commerce is too weak. Membership is not obligatory, so their opinion does not necessarily reflect the opinion of the whole business sector.
- Private Sector organizations (chambers of commerce, foundations etc.) do not have analytical departments that are able to prepare competent proposals and analyses of current policy in order to present them to the government.

3. Other important examples of policy decisions with Private Sector involvement

Governance of regional research and innovation systems

In Poland, research policies are also formulated at a regional level. Polish regions have been legal entities since January 1999 and began making regional policy soon afterwards. Regional Innovation Strategies were initiated by the EU’s 5th Framework Program, followed up by financial support from the Polish government to draft such strategies in selected pilot-regions. However, the processes for developing regional innovation strategies, systems and capacity are driven by the regions with a limited guidance from national government and practically insignificant instigation from the Private Sector. The role of Private Sector organizations has been visible only in the design stage. The key body driving forward the development of a regional innovation strategy, building regional partnerships for its design, im-

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Implementation and management is the Marshal’s Office. This is an institution of regional self-governance, representing citizens (individuals). Another Private Sector partner active in fostering innovative organizational and management practices in enterprises at the regional/local level is the National System of Services (KSU) network. KSU supplies Polish SMEs with advisory, training, information and financial services and gives feedback to regional administration concerning enterprises’ needs.

In the majority of regions, research and innovation strategies are still under development. An example of a region which has recently started to implement such a strategy with private Sector involvement is Silesia. The implementation of its regional innovation strategy is undertaken by a consortium where the Private Sector is represented by the Regional Chamber of Economy, an association of over 100 firms. The implementation project was launched in May 2005; therefore it is still too early to assess the success of this regional strategy and the effectiveness and efficiency of Private Sector involvement in it.¹²

There are also projects that have been developed at a regional level with the support of Structural Funds. The ERDF and ESF are the key levers for funding regional innovation strategies in Poland. The measures included in both the Integrated Regional Operational Program and the Sectoral Operational Program for the improvement of competitiveness of enterprises complement each other. They are expected to be powerful catalysts for implementing research policy and stimulating innovation.

4. Overview: Types and extent of Private Sector involvement

As described, the development of the Polish Science and Innovation system, its governance structures and private Sector involvement therein is still in progress. The current status is summarised as follows:

*General discussion* and *networks* are the most common form of interaction between the Public and Private Sectors in research policy making. This includes conferences, seminars, workshops organized by both public administration and private organizations.

*Advice* is mostly provided with respect to changes in law. These require social consultations at the design stage. However, the representatives of society are usually a limited group of organizations (associations of employers, chamber of commerce, Conference of Rectors, Main Council of Research Units).

*Awareness & influence* is exerted for example through the Polish Lisbon Strategy Forum (PFSL). The Forum publishes articles, studies and white papers assessing implementation of the Lisbon Strategy in Poland. Furthermore, the Private Sector prepares documents that are related to entrepreneurship environment. But these documents focus on existing problems and do not propose solutions. A new form of collaboration is a consultation survey, which was used in Poland for the Foresight program.

*(Co-)design and decision-making* takes place though the involvement of Private Sector representatives in formal advisory boards, e.g.

- the *Science and Technology Development Council*, which is providing advice for the Prime Minister of Poland and the Council of Ministers;
- the *Committee on Research for the Development of the Economy*, a part of the *Council of Science*, which was set up at the MNiI in 2005.

Both advisory bodies give recommendations concerning policy design and implementation (including financing of research). Their main function is consultation and coordination. They do not make decisions. A permanent discussion platform on state policies is also offered by the *Polish Lisbon Strategy Forum* (PFSL) within the framework of Public-Private-Partnership between civil society, government, business and academia. New forms of collaboration developed recently are Technology Platforms, which bridge business with public administration and universities.

¹² http://www.ris-silesia.org.pl/
Staff mobility or exchange has not occurred so far in Poland. Mobility of staff from research to governmental bodies is common (for example current Minister of Science is a researcher himself; The Council of Science mainly consists of researchers; the Prime Minister of Poland is a professor of the University of Lodz, etc.). Staff interaction has also an informal character (meetings, conferences etc.).

Enterprises take part in research funding mainly by financing their own research departments. Moreover, The Private Sector develops and co-finances research under programs financed by Structural Funds. Research funding by the Private sector is also a result of the implementation of Offset Program. There are offset commitments that are related to technology development and restructuring of Polish firms, which will be fulfilled by different multinational firms.

5. Selected useful examples of transferable approaches and experiences

Due to the fact that the national research policy and governance system are still under construction and undergoing a transformation, there is only a limited array of potentially transferable research policy approaches involving the Private Sector in Poland.

5.1 Polish Foresight programme

The Foresight Program is an interesting example of an initiative where the government tried to increase Private Sector involvement in policy-making. Foresight is an inter-ministerial programme, coordinated by the MNiI. It aims to develop priorities for research and to support innovativeness. Its first stage was a pilot project titled 'Health and Life', which underwent social consultations in April 2005 (involving 120 representatives of medical and pharmaceutical businesses, the media, and medicine undergraduates).

The second stage is the National Foresight Plan, which will end in 2006. Its results are to become the basis of the National Development Plan NPR 2007-2013.

The main merits of the program are the following:

- The program has been developed on the basis of experts’ opinions (including representatives of the Private Sector).
- Broad social consultations in the form of a survey have been conducted after the preliminary selection of policy priorities.
- The survey has been prepared, conducted and analyzed by a professional agency specialized in testing public opinion (PENTOR).

On the other hand, the Foresight program also has some drawbacks:

- The consulted sample is relatively small (120 people).
- Sample selection criteria are not clear.
- Priorities were defined narrowly and people that were surveyed complained that they are not experts in such narrow areas.

13 Conclusions from social consultations among representatives of public opinion, Pentor Research International, May 2005
## Appendix 1: Overview of identified instruments for Private Sector involvement and their use in Poland

<table>
<thead>
<tr>
<th>Instrument</th>
<th>Intensity of use</th>
<th>Initiated by</th>
<th>Used for</th>
<th>Used in</th>
<th>Examples and remarks</th>
</tr>
</thead>
<tbody>
<tr>
<td>Informal contact / consultations</td>
<td>Beginning to use</td>
<td>Both sides</td>
<td>Calls for public opinion announced at the website of public administration</td>
<td>✓ ✓</td>
<td>Foresight program</td>
</tr>
<tr>
<td>Conferences</td>
<td>Frequent</td>
<td>Both sides</td>
<td>Exchange of views</td>
<td>✓ ✓ ✓</td>
<td>Journal &quot;Forum Akademiekie&quot;</td>
</tr>
<tr>
<td>Discussion platforms</td>
<td>Not common</td>
<td>Either side</td>
<td>Discussion</td>
<td>✓ ✓ ✓</td>
<td></td>
</tr>
<tr>
<td>Networks</td>
<td>Not common</td>
<td>Public Sector</td>
<td>Bridging business with science and administration</td>
<td>✓</td>
<td>Technology platforms</td>
</tr>
<tr>
<td>Staff mobility &amp; exchange</td>
<td>Not common</td>
<td>Public Sector</td>
<td>Researchers work in Ministries or advisory bodies</td>
<td></td>
<td>Council of Science at MNiI</td>
</tr>
<tr>
<td>Ad hoc studies</td>
<td>Beginning to use</td>
<td>Public Sector</td>
<td>Setting up priorities</td>
<td>✓</td>
<td>NPR</td>
</tr>
<tr>
<td>Position papers</td>
<td>Not common</td>
<td>Private sector</td>
<td>Lisbon strategy assessment</td>
<td>✓ ✓ ✓</td>
<td>PFSL</td>
</tr>
<tr>
<td>Ad hoc meetings and workshops</td>
<td>Beginning to use</td>
<td>Public Sector</td>
<td>Collecting information and ideas</td>
<td>✓ ✓</td>
<td>Meetings of Club of Innovative Enterprises</td>
</tr>
<tr>
<td>Formal consultations</td>
<td>Regular</td>
<td>Public Sector</td>
<td>Social consultations concerning changes in law</td>
<td>✓</td>
<td>Any legislative initiative</td>
</tr>
<tr>
<td>Advisory groups &amp; committees</td>
<td>Not common</td>
<td>Public Sector</td>
<td>Getting advice</td>
<td>✓ ✓</td>
<td></td>
</tr>
<tr>
<td>Evaluation studies</td>
<td>Beginning to use</td>
<td>Private sector</td>
<td>Getting expertise</td>
<td>✓ ✓ ✓</td>
<td>Studies prepared by the private research foundations</td>
</tr>
<tr>
<td>(Steering) committee participation</td>
<td>Not common</td>
<td>Both sides</td>
<td>Designing a new law</td>
<td>Poli</td>
<td>Polish Rectors Foundations' participation in designing the Law on Higher education</td>
</tr>
<tr>
<td>Board memberships</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>Structural funds (ESF, ERDF) Offset program</td>
<td></td>
</tr>
<tr>
<td>Task force</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(Co-)funding of research</td>
<td>Not common</td>
<td>Both sides / Either side</td>
<td>Innovating activities increasing funds for science</td>
<td>✓</td>
<td></td>
</tr>
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Table 1: Overview of instruments used for Private Sector involvement
Appendix 2: Selected relevant sources and literature

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Further information and feedback
This country profile has been prepared by a team of IKU Innovation Research Centre under the leadership of Dr. Annamaria Inzelt. For further information and feedback, please contact the responsible authors under iku@uni-corvinus.hu.