



SHERPA
Rural Science-Society-Policy
Interfaces

A VISION FOR RURAL AREAS

MAP Discussion Paper

LONG-TERM VISION FOR RURAL AREAS: CONTRIBUTION FROM 20 SCIENCE- SOCIETY-POLICY PLATFORMS

MAP DISCUSSION PAPER

MAZOWIECKIE

Version 15.10.2020

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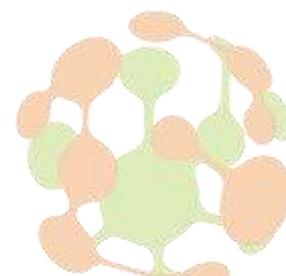


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1. Introduction

Zielone Sąsiedztwo is a multi-actor platform that has been built on an existing local action group with the same name. This LAG was established in order to implement Leader, a rural development policy instrument which was part of the Polish Rural Development Programme 2007-2013. The mission of the Zielone Sąsiedztwo LAG is the activation and integration of local community in Milanówek, Podkowa Leśna and gmina Brwinów as well as building a common and recognisable in Poland trademark of towns – gardens and surrounding them rural areas. This trademark is to symbolize a group of local communities who cooperate with one another and thus ensure a higher quality of life. MAP includes both members of the LAG and researchers specialising in rural development issues.

Zielone Sąsiedztwo operates in rural areas close to Warsaw, capital of Poland. Rural areas close to big cities have specific developmental problems. They lose their agricultural function and develop city-like functions. They also struggle to keep their landscapes and biodiversity as the urban sprawl progresses. There are also problems with re-establishing local community as the newcomers often do not engage in the life of the local community due to work and long commuting to and from the city.

The MAP covers the topics related not only to specificity of the LAG but the whole Mazowieckie region which is characterised by the huge diversity of rural areas. Mazowieckie is the largest voivodeship in Poland both in area (11.4% of the surface of Poland) and population size (13.9% of the Polish population) located in the center of Poland with its capital being the capital of Poland and the largest agglomeration in Poland.

The MAP will concentrate on the topic of vibrant rural areas that protect nature and offer a high quality of life to their inhabitants.

The activities of this MAP are designed so that to achieve the following specific objectives:

- MAP objective 1: Identification of problems related to rural development.
- MAP objective 2: Analysis of necessary policy tools to support rural landscapes and biodiversity.
- MAP objective 3: Enumeration of policy instruments needed to create resilient and vibrant rural areas.

Through these objectives, the MAP aims to achieve the following impacts:

- MAP impact 1: Contribution to the debate on the development of rural areas.
- MAP impact 2: Proposal of policy measures supporting biodiversity and rural landscapes.
- MAP impact 3: Proposal of policy instruments creating resilient and vibrant rural areas.

Keywords: *vibrant rural areas, landscape & biodiversity preservation, integrating local community, wellbeing & quality of life.*

2. Results from desk research

2.1. Review of key trends

Mazowieckie Region is the largest region in Poland in terms of area and population. In 2016 it covered an area of 35558 km², which constituted 11.4% of the country's area. At the end of the year there were 5 365 898 inhabitants in this area, i.e. 13.9% of the total population of Poland. There were 3449.5 thousand inhabitants in cities, i.e. 14.9% of the country's urban population, and 1916.4 thousand in the countryside - 12.5% of the total rural population. The population density, i.e. the number of people per 1 km², was in 2016. 151 people; it was higher in cities (1591 people) than in villages (57 people).

The urban settlement system is dominated by Warsaw, which is the capital city and a large metropolitan center. Cities serving as regional centres are Radom and Plock. There are also sub-regional centres in the region - Siedlce, Ostrołęka and Ciechanów. These cities are located in a uniform manner in relation to the centrally located Warsaw. Regional and sub-regional centres are attractive places to live, learn and do business, including by supporting business support institutions. The remaining cities with over 50 thousand

inhabitants, i.e. Pruszków and Legionowo, are located in the vicinity of Warsaw. The last, group of towns with functional local character are urban or urban-rural communes

Mazowieckie Region is the most economically developed region of Poland (Development Strategy for Mazowieckie Region until 2030). It is characterized by a high rate of economic growth and the highest share in the generation of the country's GDP among the regions. The engine of the Mazowieckie economy is Warsaw together with the metropolitan area, which plays a special role in building the competitiveness of the region. In 2014 the share of the Mazowieckie Region in generating GDP amounted to 22.2% and was 0.5 p.p. higher than in 2010. Territorial diversification of the level of economic development is best illustrated by the gross domestic product per capita. In 2014, the average level of this measure for the Mazowieckie Region was PLN 71659 and in real terms it was higher than in 2010. - - o 12,5%. The Mazowieckie Region achieved the highest level of this indicator in Poland - in 2014 it exceeded the national average by 60.4% (by PLN 26973).

The area of urban areas in the province amounts to 216 799 ha, which is 6.9% of the total area. On the other hand, rural areas occupy 3 339 048 ha, i.e. 93.1% of the region's area.

In 2014, 69.4% of rural areas of the Mazowieckie Region were agricultural land. Their total area was 2,318,260 ha, of which 1,631,183 ha were arable land, 268,159 ha were permanent meadows, 238,825 ha were permanent pastures, 81,502 ha were orchards and 76,544 ha were built-up agricultural land. 24.7% of rural areas were occupied by forest land (785,779 ha) and wooded and bushed land (40,721 ha). Developed and urbanised land, covering 3.6% of the rural area, occupied 120,089 ha, of which 83,046 ha were communication areas, 20,546 ha - residential, and 3,772 ha - industrial.

In 2015, the area of special natural values in the Mazowieckie Region occupied 1.06 million ha, i.e. 30% of the area of the Mazowieckie Region. A significant part of Mazovia is covered by protected areas. Mazovian Landscape Parks Complex, which includes parks: Nadbużański, Koziński, Mazowiecki, Chojnowski and Brudzeński parks, total 126 thousand ha. In the area of Mazowieckie Region there are also fragments of 4 landscape parks, occupying the area of 47 thousand ha. They are mostly located on the territory of neighbouring voivodships: Podlaski Przełom Bug, Bolimowski, Włocławsko-Gostyniński, Górzeńsko-Lidzbarski and Bolimowski. Functioning separately, the Kampinos National Park, entered on the UNESCO list of biosphere reserves, covers an area of over 38 thousand ha, and another 38 thousand ha is included in its protective zone.

Mazovia is a land of great river valleys (Vistula, Narew, Bug, Pilica) and hundreds of smaller watercourses. It is along them that most of the region's protected areas were created. Almost one third of the region is covered by the area forms of nature protection.

Rural areas occupy almost 94% of the area of the Mazowieckie Region, which places them on the 8th place in the country, while agricultural land, after the Statistical Yearbook of the Mazowieckie Region 2016, covers 1.9 million ha, which constitutes 13.3% of the area of agricultural land in the country and places the Mazowieckie Region on the first place in the country.

In 2015, more than 40% of the total utilized agricultural area was at the disposal of farms belonging to the 10-30 ha UAA and 23.3% in the 30 ha and more area group and 22.8% in the 5-10 ha group respectively.

Mazowieckie Region is the most economically developed region in Poland. It is characterised by a high rate of economic growth and the highest share in the generation of the country's GDP among the regions. Mazovia2 overcomes the development distance to the most developed regions of the European Union the fastest. The engine of the Mazovian economy is Warsaw together with the metropolitan area, which plays a special role in building competitiveness of the region. In 2010 the capital city's share in the creation of the national GDP per capita amounted to 13.5%, while the regional one - 60.7%. The remaining communes of Mazovia are characterised by lower competitiveness than the average commune in Poland.

2.2. Review of main challenges and opportunities

Using their social potential and attachment to the place of residence, efforts should be made to integrate society even more, especially between generations, thus strengthening the sense of unity and identity. An opportunity for the development of the area is the increase in popularity of bottom-up initiatives, social responsibility and creation of multi-sectoral partnerships, which requires active local leaders.

A significant proportion of the unemployed in rural areas have too low education and inadequate qualifications to be able to successfully seek employment. Unemployment, in turn, is the most frequent cause of exclusion and impoverishment, which forces them to take advantage of social assistance. The stratification of society resulting from the economic situation is one of the threats to be counteracted. It is recommended to undertake measures supporting entrepreneurship in the MAP area. This means both education and promotion of such attitudes among young people who would like to start a business, but also support for already existing companies. Therefore, it is recommended to undertake measures aimed at creating social activity and civic participation, using local leaders and non-governmental organisations. Economic activity in the MAP area may be addressed to three groups of recipients: the existing inhabitants, new settlers as well as inhabitants of the Warsaw agglomeration.

The latter group of potential stakeholders seems particularly attractive due to the geographical proximity and wealth of the capital's inhabitants. In other words, the MAP area should take advantage of the opportunities related to Warsaw's neighbourhood to a greater extent than before. This means, inter alia, the need to extend and raise the standard of the existing offer of rural areas and small towns. This concerns not only attractive forms of spending free time, but also other types of services addressed to inhabitants of Warsaw capital city and other big cities in the region.

Due to the large spatial diversity of the development of the Mazowieckie Region, it is necessary to pursue a policy to reduce these disparities. Therefore, the overarching (main) objective of the Strategy is territorial cohesion, understood as the reduction of development disparities in the Mazowieckie Region and the growth of importance of the Warsaw Metropolitan Area in Europe, which in consequence will contribute to the improvement of the quality of life of the inhabitants. Achieving this objective will be possible through the acceleration of economic growth, generated by the development of production and export-oriented industry, especially in the medium and advanced technology sector. The need to increase the productivity of industry and related services justifies the choice of a priority strategic objective. The need for new, sustainable industrial development has also been recognised in EU documents, i.e. Bioeconomy Strategy for Europe and Farm to Fork strategy.

2.3. Summary of existing foresight(s)

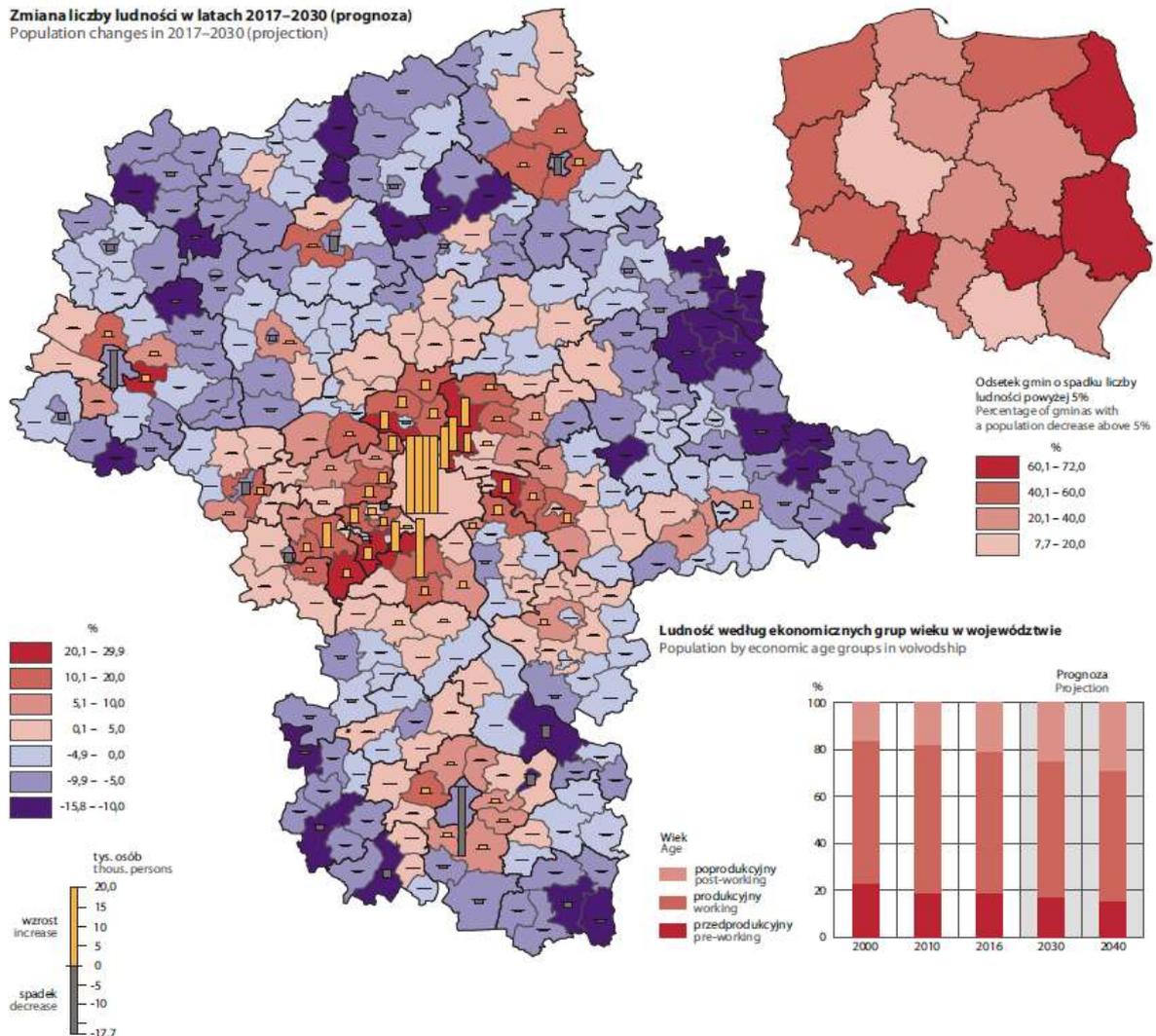
The research evaluating the development trends of the MAP region points to the development of social infrastructure, shortening of supply chains, digitisation, development of the bioeconomy and the importance of adaptation to climate change.

At the Polish level, trends, threats, opportunities and development problems of rural areas and the agri-food sector are defined by the Strategy for sustainable rural development, agriculture and fisheries 2030 (2019) which indicates the following trends:

- The slow outflow of agricultural workers to non-agricultural sectors, too slow changes in the agrarian structure of agriculture and generally lower rate of technological progress in agriculture and fisheries and the weakening bargaining position of farmers and fishermen in market chains are the reasons for a slower rate of labour productivity growth in agriculture and fisheries compared to non-agricultural and nonagricultural sectors.
- Increasing concentration of capital (scale of enterprises), especially at the "upper" levels of market chains, also affects rural areas and the agri-food sector. In connection with a rather slow increase in the concentration of land resources and capital in agriculture, this phenomenon favours, inter alia, a tendency to "uneven" distribution of added value in market chains in which farmers and rural inhabitants most often have the weakest bargaining position and the smallest share in the distribution of added value.
- Fragmentation of the agricultural sector in connection with increasing competitive pressure (and striving to take over processing and trade functions) increases the role of joint initiatives and actions (horizontal integration processes) in the formula of cooperatives or producer groups.
- The technological revolution in agriculture, whose main area is the creation and implementation of innovations, rapid development of science and research, digitisation, robotisation, use of satellite data, analysis of large data sets (big data), automation, genetics (in breeding) or computerisation of economic processes.

- Changing natural and climatic conditions lead to a higher frequency of occurrence of catastrophic phenomena, while a stronger involvement of the national and EU agricultural sector in global adaptation processes exposes price shocks or increases vulnerability to external supply and price crises. The changes observed are increasing the need for new risk management systems in agriculture and fisheries and water management.

- Demographic changes are progressing in Poland and Europe related to the aging of the population, internal and foreign migration of young people, which result in a decrease in the share of the working age population in general in rural areas.



- There is a growing affluence, ecological and hygiene awareness of various aspects of life in the societies of EU countries and other societies of highly developed countries, which translates into a growing interest in high quality food, functional food (including "medicinal"), traditional food, produced in an environmentally and climate-friendly way.

- The general increase in income levels (and quality of life) risks creating an employment gap in labour-intensive sectors that are not fully automated.

- New sectors of economy in rural areas, such as: bioeconomy, GOZ and green economy, distributed energy based on RES, social economy, economy of experience (free time), economy focused on meeting the needs of local community, are often related to the development of new technologies, products, consumption patterns, changes in individual or social preferences.

- The share of income from agricultural activity is decreasing and the dis-agricarisation of rural areas is progressing, which results in a decrease in the number of full-time employees in this sector, as well as a

decrease in the share of income from agriculture in the structure of income of households using the agricultural holding.

The problems and development goals of the Mazovian region are defined in the Development STRATEGY OF MAZOWIECKIE VOIVODESHIP TO 2030. Innovative Mazovia (2013) and include the following issues:

The studies lead to the vision of Mazowieckie as a territorially coherent, competitive and innovative region with high economic growth and very good living conditions for its inhabitants. The main objective of further development of the region would include reduction of development disparities in the region, increase of cohesion and importance of the Warsaw metropolitan area in Europe. In relation to the key development areas the main future-oriented actions should include:

- Industry and production: Development of export-oriented production in high- and medium-technology industries and agri-food processing and industry.
- Environment and energy: Ensuring the region's economy a diversified energy supply with sustainable management of environmental resources.
- Economy: Increase in the competitiveness of the region through the development of economic activity and the transfer and use of new technologies.
- Space and transport: Improving accessibility and territorial cohesion of the region and shaping spatial order.
- Society: Improving the quality of life and using human and social capital to create a modern economy.
- Culture and heritage: Improving the tourist attractiveness of the Mazowieckie Region, contribution of the creative sector to the creation of GDP, availability of institutions conducting cultural activities, improvement of the condition of historic buildings in the region.

2.4. Challenges and opportunities in the next 20 years

The opinion of the importance of the challenges named in the SHERPA draft discussion paper was first presented to the MAP members. The results show that the key challenge for the development of rural areas in Mazowieckie are:

- Demographic shift;
- Climate change; and
- Poverty and social inequalities.

Trend	Not important	Hard to say	Important
Demographic shift			100%
Climate change		30%	70%
Change in production and diversification of the rural economy		60%	40%
Increasing role of digitalisation in economy and daily life		40%	60%
Insufficient development of infrastructure development / low availability of public services	20%	40%	40%
Poverty and social inequalities	10%	20%	70%
Land-use change and competition		90%	10%

As many as 50% of the respondents found it difficult to assess the preparedness of rural areas to face these challenges. Further 40% expressed negative opinion and only 1 respondent stated that the were well prepared to tackle the listed issues.

Despite naming the above listed issues as key challenges the discussion that followed the survey did not directly tackle these issues although some participants named the problem of lack of water and water management as well as climate change, especially in the context of agriculture.

The discussion concentrated on the diversity of rural areas in Mazowieckie region. The situation of the rural communities in this region is determined by the availability of public transport enabling both access to labour markets in cities and towns as well as improving quality of life by increasing the accessibility of other public and private services.

An important part of the discussion related to agriculture. This sector of economy is an important part of rural identity, landscape and quality of life (easier access to fresh food). The participants stated that the profession of a farmer is not a prestigious one. This adds to the problem of depopulation. Moreover, keeping the agricultural function of rural areas is vital for protecting landscape and biodiversity and access to fresh food products.

Low incomes of small farms are also a factor reducing the interests of young people to stay in rural areas and become a farmer. Lack of successors is a problem faced by many farmers. This is often the grandchildren who are willing to enter into farming. Moreover, there are some city dwellers who decide to change both their career and place of living and move to rural areas and start farming. Yet, these are only highly popularized but rare cases and this phenomenon involves only people who have enough capital to invest in agriculture and treat as a hobby or an additional professional activity. These are also small scale enterprises with no sufficiently high profit to be treated as business opportunity. Such cases are motivated by a need to change a lifestyle and not to found a profitable business.

Also the analysis of the keywords related to current living conditions in rural areas in Poland show that the problem of public transport is a key issue for the rural areas in Mazowieckie. Limited availability and accessibility of other public services were also mentioned as a characteristic feature. However, at the same time positive aspects of living in rural areas were name, including peace and quiet, nature and its beauty or slower pace of life. Yet, there were also negative aspects of rural communities mentioned as lack of trust and low share of people actively participating in civil society activities targeted at local issues.

2.5. Desirable future for 2040

Desirable future of rural areas in Mazowieckie relates to all aspects of sustainable development. In the case of economic aspects, the job prospects and business opportunities were indicated. Rural areas should offer good prospects for their inhabitants and should be an attractive place for investment. This should also translate into dissent incomes gained by professionally active population. To achieve this a number of different challenges must successfully be faced by rural development policy and other parts of public policies.

In the case of environmental aspects of the desirable future of rural areas involves protected biodiversity and landscapes. An important part of it is protection of forests and water resources. In line with this the agricultural sector has a substantial role to play as it should become sustainable and a significant part of it should be organic farming. This means that adequate food chains must be in place to cope with the changed agriculture. Therefore, a desired future for food sector are vibrant local food processing enterprises, local markets, direct sales using the digital tools and health aware consumers with sufficient purchasing power.

Rural areas in Mazowieckie should also become an attractive place to live. This means that the rural lifestyle of living close to nature in a small community should be maintained but at the same time the standards of living should become much higher than currently. This involves several different aspects. First of them is the availability of a reliable network of public transport that shortens the time distance of bigger towns with high quality public and private services, such as health and education.

Higher standards of living also require dissent incomes which requires not only good condition of rural businesses but also competitive salaries in the public sector as well as social policy that supports families and individuals in need due to illnesses and other factors lowering their prospects on the job market. Therefore, also development of childcare systems (kindergartens, etc.) and elderly care system should be part of the activities enabling achieving the desirable future.

Broadband internet is also a vital part of the desirable future. This is important for both economic development of the rural areas as well as for the education of rural population at every stage of their lives as this is the easiest and least expensive way to lower the difference between access and quality of education between urban and rural areas.

Social aspects of the desirable future of rural areas in the region are not limited to the quality of life and the level of incomes. The MAP members emphasized the issue of social capital as an important element of the desirable future. Local communities should become more integrated and active. This should not only enable the achievement of the desirable future of 2040 but should also be a foundation for further development and active approach to facing coming challenges and make these areas more socially innovative.

2.6. Challenges in reaching the vision

The desirable future significantly differs from the current state of rural areas in Mazowieckie. Therefore, much is to be done to achieve it. The challenges in reaching the vision mainly relate to: financial, political and social issues.

Financial and political issues evolve round the question of the availability of financial resources to undertake the needed investments, especially in the infrastructure, internet connections and the accessibility and quality of public services. They also relate to the potential of investment conducted by private sector in the development of enterprises in rural areas. Political aspects in this case are also related to the rural development policy and the choice of policy instruments and the way they operate.

During 16 years of the Polish EU membership, rural areas in the whole Poland greatly profited from the EU funds for the development of infrastructure as well as improvement of public services and support for environmental protection and development of businesses. Yet, it is hard to expect that public financial resources in the coming decades can be as high as they recently have been. Therefore, the achievement of the desirable vision should not be based on public funds as the only source of the needed investment projects.

Public policy towards rural areas must be cover all the dimensions of socio-economic live of rural communities. The policy must include support for innovations and transformation of the energy system which is still based on fossil fuels. Diversification of energy sources can be a good opportunity for rural areas to develop biomass energy sector.

Fiscal policy as well as legal solutions and public administration capacity that simplify undertaking private investment and conducting economic activity are needed to boost the endogenous potential of rural areas to enter the path towards the desirable growth. Also, the activity of NGOs is needed to increase the social involvement in both discussion and implementation of a desirable future.

The discussion among the MAP members showed that parts of the desirable future of rural areas are also challenges that are successfully targeted to bring other parts of desirable future into reality. A good example is the broadband internet. The business opportunities, access to education and culture more and more rely on access to reliable internet connection. Therefore, part of what is desired for 2040 is needed already today to enable achieving other parts of the looked-for future. The same applies to public transport and other public services. Thus, it can be stated that this shows the roadmap for achieving the desirable future of rural areas in Mazowieckie.

3. Conclusion and next steps

The surveys and interviews showed that the developmental needs of rural areas in Mazowieckie are diverse and complex. The key issues include:

- Improving public transport network;
- Increasing educational opportunities;

- Catalysing the use of the potential of rural areas to develop bioeconomy.

MAP members and stakeholders will work together on the concept of improving the social, economic and environmental functionality of MAP in order to identify potential actions, measures and opportunities for existing and future tools for rural and small town development. The Discussion Paper is a starting point for discussion, it is a subject of change and evolution with the progress of knowledge acquisition and for the mutual learning process.

The key issues in the future approach to local development will be building cohesive communities that are involved in the development of their place of residence, with particular emphasis on environmental issues, quality of social infrastructure and social inclusion.

Annex 1. References

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LAG Zielone Sąsiedztwo, Lokalna Strategia Rozwoju 2014-2020, Podkowa Leśna 2019 (update).

Annex 2. Survey Questionnaire

1. To which group of the MAP's members do you belong?

- Public sector
- Science
- Business
- NGOs
- Private persons

2. To what extent do you think that the following trends are important for the development of rural areas in the Mazowieckie region?

Trend	Not important	Hard to say	Important
Demographic shift			
Climate change			
Change in production and diversification of the rural economy			
Increasing role of digitalisation in economy and daily life			

Insufficient development of infrastructure development / low availability of public services			
Poverty and social inequalities			
Land-use change and competition			

3. Are the rural areas of the Mazowieckie region well prepared to cope with the challenges posed by the above trends?

NO	HARD TO SAY	YES
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4. Please list 3-5 words that best describe how you currently live in a village in the Mazowieckie region:

Keyword 1:	
Keyword 2:	
Keyword 3:	
Keyword 4:	
Keyword 5:	

5. Are the rural areas of the Mazowieckie region well prepared to cope with such shocks as the COVID-19 pandemic?

NO	HARD TO SAY	YES
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6. Please list 3-5 words that should be associated with rural areas in the Mazowieckie region in 2040:

Keyword 1:	
Keyword 2:	
Keyword 3:	
Keyword 4:	
Keyword 5:	

Annex 3. Interview questions

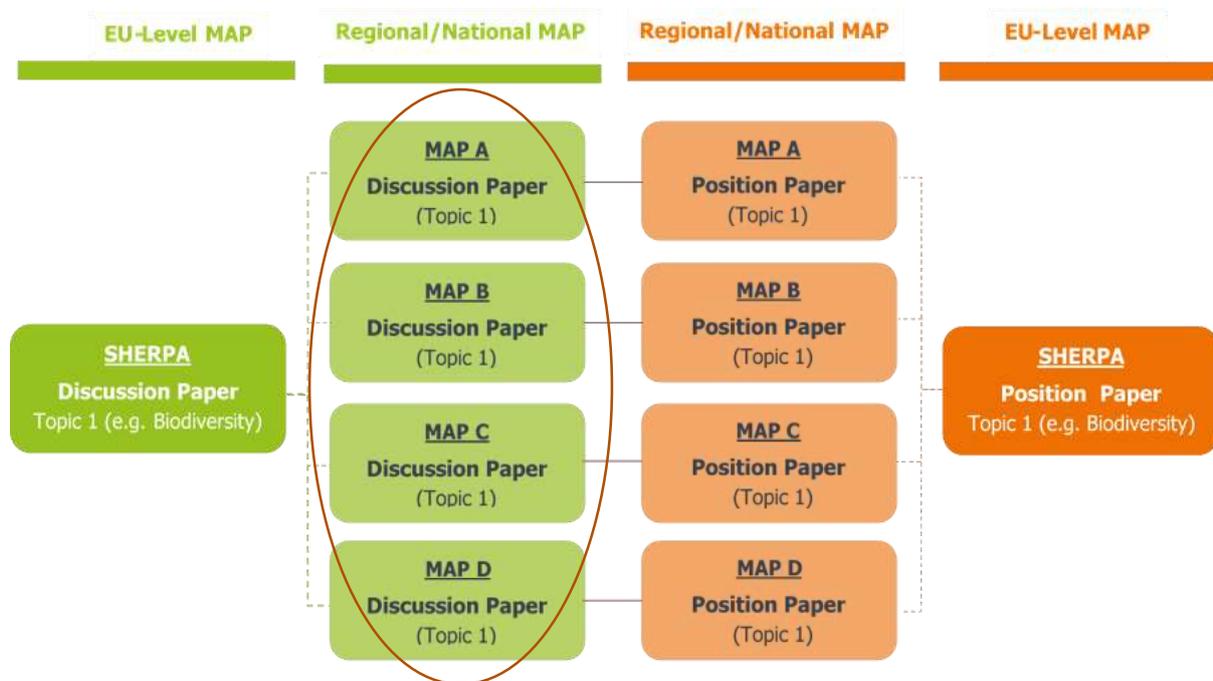
1. In your opinion, what are the main development issues/obstacles for rural areas in the Mazowieckie voivodeship?
2. What are the living conditions in rural areas of the region?
3. Are the effects of the COVID-19 pandemic already visible? Do you think the region is resistant to this type of severe shocks?
4. What are the main opportunities and challenges that will arise until 2040 for the development and situation of rural areas in the Mazowieckie voivodeship?
5. What is your vision of rural development until 2040?
6. What are the challenges for the rural areas and their inhabitants to achieve this vision?

7. What could be the role of the Green Neighbourhood Platform in the implementation of your expected vision of rural development?
8. Are you familiar with any research/projects relating to similar issues?

INSTRUCTIONS ON HOW TO PREPARE THE MAP DISCUSSION PAPER

These notes are guidance on the preparation of the Discussion Paper for MAPs. A Discussion Paper is an adaptation of the SHERPA discussion paper to the local context of the MAP. The document will be used to stimulate discussions within the MAP and will be published on the SHERPA website.

Figure 1 Discussion Paper in the process of how MAPs will contribute to the preparation of the policy recommendations within SHERPA.



How to draft the MAP Discussion Paper?

Section	Description	Length
1. Introduction	<p>Please briefly describe:</p> <ol style="list-style-type: none"> 1) The geographical coverage of the MAP 2) The origin of the MAP (newly established platform, building on an existing group or is an existing group) 3) The themes covered by the MAP (territorial or thematic) <p>Include key words that are relevant to description of the topic. These can be used in the metadata of the MAP Position Paper, its storage in the repository, and the searching done in the SHERPA online repository. The discussion in the MAP may lead to additional or replacement keywords.</p>	300 words max.
2. Results from desk research	<p>This section aims at covering Step 1 of the Delphi Method (desk research) and providing key scientific evidence for discussion within the MAP. Please try to include <u>visuals</u> (e.g. map, graph, table).</p> <p>2.1 Review of key trends</p> <p>Please describe the key trends relevant to your MAP, including statistical analysis. You can use the SHERPA Discussion Paper as a basis but also add any trend you consider relevant.</p> <p><u>Question to be addressed</u>: What are the current and likely trends for the rural area covered by the MAP, with a time horizon of 2040?</p> <p>2.2 Review of main challenges and opportunities</p> <p>Similarly to section 2.1, you can use the SHERPA Discussion Paper as a basis to describe the main challenges and opportunities faced by your MAP.</p> <p><u>Question to be addressed</u>: What are the current and likely challenges and opportunities for your MAP, with a time horizon of 2040?</p> <p>2.3 Summary of existing foresights at national and regional level</p> <p>If available, please provide a brief description of existing foresights at national and regional level (authors, main issues addressed, geographical coverage, key results, etc.).</p>	2000 words max.
3 Results from interviews with MAP members	<p>This section covers Step 2 of the Delphi Method (interviews) and aims at providing a summary of the key ideas expressed during the interviews.</p> <p>In introduction, please indicate the number of individuals interviewed.</p> <p>3.1 Challenges and opportunities in the next 20 years</p> <p>3.2 Desirable future for 2040</p> <p>3.3 Challenges in reaching the vision</p>	2000 words max.
4 Conclusion and next steps	<p>Please provide a synthesis of Section 2 and 3 and explain the next steps to be implemented by the MAP until the end of September.</p>	300 words max.
Annex 1. References		
Annex 2. Survey Questionnaire		

