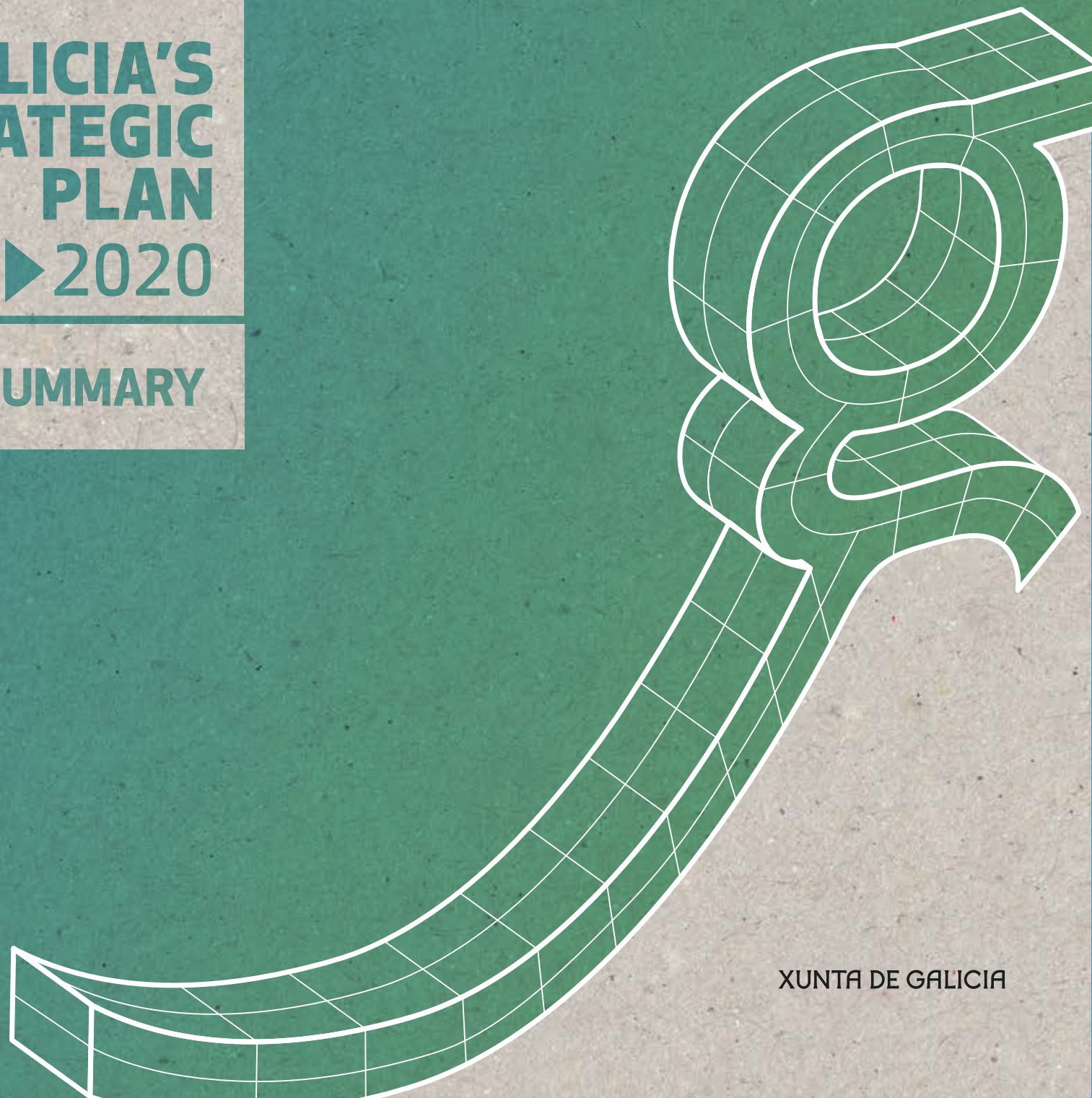


GALICIA'S ESTRATEGIC PLAN

2015 ► 2020

► EXECUTIVE SUMMARY



XUNTA DE GALICIA

The plan's general objective

► EXECUTIVE SUMMARY

THE PLAN'S GENERAL OBJECTIVE

To boost economic growth in Galicia through a model based on innovation and human capital, contributing to achieve a modern and socially and territorially cohesive Galicia and enabling to reduce unemployment, increase productivity and income of Galician people, helping to recover the path of population growth.

MAIN OBJECTIVES

Indicator	Reference data	Objective 2020
Employment rate of 20-64 year olds	61.5%	70%
% GDP to be invested in R&D&i	0.89%	1.7%
Greenhouse gas emissions (reduction target)	-4%	-35% (with respect to 2005)
Renewable energies	35% (average last 5 years)	30%
Primary energy consumption per capita	-11%	-20%
School drop-out rate	17%	13.5%
Third level education (% population 30-34 year olds)	45.8%	47%
People in or at risk of poverty and social exclusion	22.8%	90-100 thousand people less
Convergence EU28 GDP pc PPP	80%	88%

GDP pc PPP
(EU28=100)
Year 2013
Regional Yearbook
2015

New
growth
strategy

Exit
strategy from
the crisis

Structure of the Plan

► EXECUTIVE SUMMARY

AXIS 1

EMPLOYABILITY AND SMART GROWTH

AXIS 2

WELLBEING OF PEOPLE AND FAMILIES AND SOCIAL COHESION

AXIS 3

SUSTAINABLE GROWTH, TERRITORY, AGRICULTURE, FARMING,
SEA AND FORESTRIES

AXIS 4

DIGITAL SOCIETY, CULTURE AND REINFORCING GALICIA'S
WEIGHT IN ITS SOCIOECONOMIC SETTING

INSTRUMENTAL AXIS. MODERN, EFFICIENT AND HIGH QUALITY
PUBLIC ADMINISTRATION

CROSS-CUTTING OBJECTIVES 1

PROMOTION OF
INNOVATION CULTURE

CROSS-CUTTING OBJECTIVES 2

PROMOTING
ENTREPRENEURSHIP,
INDUSTRIALISATION AND
INTERNATIONALISATION

CROSS-CUTTING OBJECTIVES 3

DEMOGRAPHIC
RENEWAL

CROSS-CUTTING OBJECTIVES 4

TERRITORIAL COHESION
AND KEEPING
POPULATION LEVEL IN
RURAL AREAS

HORIZONTAL PRINCIPLES

Governance and association

Promotion of equality between
men and women and non-
discrimination

Sustainable Growth

Comprehensive and consistent strategies around four axes



The Plan's Structure 2015-2020

► EXECUTIVE SUMMARY

STRATEGIC PLAN FOR GALICIA 2015-2020								
AXES	A1: Employability and smart growth		A2: Wellbeing of people and families and social cohesion		A3: Sustainable growth, territory, agriculture, farming, sea and forestries		A4: Digital society, culture & reinforcement of Galicia in its socioeconomic setting	A5: INSTRUMENTAL AXIS. Modern, efficient & high- quality public administration
PRIORITY ACTIONS	PA1.1: To promote the consolidation of expenditure policies related to R&D&i. To integrate Galicia into the virtuous circle of innovation for growth	PA1.2: To promote business and trade, boosting competitiveness and internationalization of companies and freelancers ...	PA2.1: Quality and sustainable health system. Promotion of public health and healthy lifestyles	PA2.2: Developing the system of social services for the elderly and dependent people	PA3.1: Promoting a primary sector based on innovation and quality of Galician produce, securing the level of rural population	PA3.2: Efficient, intelligent renewable energy, non-aggressive with the environment and landscape. Promoting a low-carbon economy	PA4.1: Development of the digital economy. Support for cultural and media industry as a source of wealth and boost the development of the information society	PA5.1: Professional and motivated civil servants oriented to public service
	PA1.3: To increase employability and productivity of workers in Galicia through training and permanent innovation	PA1.4: To complete Galicia in terms of basic infrastructure. Give new impetus to housing rehabilitation and maintenance policies	PA2.3: Improving social services to families and children, supporting conciliation and promoting equality	PA2.4: Devising a social integration strategy to improve citizens' welfare, help disadvantaged people and promote gender equality	PA3.3: Enhancement of tourism in Galicia based on its privileged environment and culture	PA3.4: Nature conservation, land and landscape use and territorial cohesion	PA4.2: Conservation and promotion of the cultural richness of Galicia	PA5.2: Transparent, efficient and results-oriented public administration
	PA1.5: To consolidate an educational system that minimizes school failure and shares results with leading European regions at all levels, driving Galicia's University System (GUS) towards excellence		PA2.5: Ensuring access to decent housing for ownership or rent, adapted to the possibilities of every family		PA3.5: Closing a waste treatment model and one of Europe's leading water cycle models		PA4.3: Promoting self-government institutions and improving their influence and collaboration with Europe, the Euro-region and the rest of Spain	

The Plan's coherence with Europe 2020

► EXECUTIVE SUMMARY

COHERENCE OF GALICIA'S STRATEGIC PLAN WITH THE JOINT STRATEGY WITH ESI FUNDS 2014-2020 IN GALICIA

Thematic Objectives programmed in Galicia's OPS											
Axis	Priority Actions	TO1	TO2	TO3	TO4	TO5	TO6	TO8	TO9	TO10	
AXIS 1. Employability and Smart Growth	PA 1.1 R&D&i	●									
	PA 1.2 To promote business and trade			●							
	PA 1.3 To increase employability							●		●	
	PA 1.4 Infrastructure and Housing				●						
	PA 1.5. To consolidate the educational system									●	
AXIS 2. Well-being and social cohesion	PA 2.1 Quality and sustainable health system								●		
	PA 2.2 Social services for the elderly and dependent people								●		
	PA 2.3 Social services for families and children. Conciliation and equal opportunities								●		
	PA 2.4 Social inclusion and gender equality								●		
	PA 2.5 Access to housing										
AXIS 3. Sustainable growth, territory, primary sector	PA 3.1 To promote the primary sector based on innovation and quality	●	●	●	●	●	●	●	●	●	
	PA 3.2 Renewable energies. To encourage a low-carbon economy				●						
	PA 3.3 To enhance tourism			●			●				
	PA 3.4 Nature conservation and landscape use					●	●				
	PA 3.5 Waste treatment and closing a Europe's leading water-cycle model						●				
AXIS 4. Digital society, culture & reinforcement of Galicia in its socioeconomic setting	PA 4.1 Development of digital economy, information society and cultural industries		●	●							
	PA 4.2 Conservation and promotion of cultural richness						●				
	PA 4.3 Pooling institutions and collaborating with Europe, the Euro-region and the rest of Spain. Risk management and prevention					●					
AXIS 5. Modern, efficient & high-quality public administration	PA 5.1 Professional and motivated civil servants oriented to public service										
	PA 5.2 Transparent, efficient and results-oriented public administration										

The Plan's coherence with Europe 2020

► EXECUTIVE SUMMARY

COHERENCE OF GALICIA'S STRATEGIC PLAN WITH OBJECTIVES OF EUROPE 2020 STRATEGY						
Axis	Priority Actions	Objectives of Europe 2020 Strategy				
		Employment	R&D&i	Climate and Energy	Education	Poverty and inclusion
AXIS 1. Employability and Smart Growth	PA 1.1 R&D&i	●	●●●	●●		
	PA 1.2 To promote business and trade	●●	●			●
	PA 1.3 To increase employability	●●●	●			●●
	PA 1.4 Infrastructure and Housing			●		
	PA 1.5. To consolidate the educational system	●			●●●	●
AXIS 2. Well-being and social cohesion	PA 2.1 Quality and sustainable health system		●			●
	PA 2.2 Social services for the elderly and dependent people	●				●●
	PA 2.3 Social services for families and children. Conciliation and equal opportunities	●			●	●
	PA 2.4 Social inclusion and gender equality	●				●●●
	PA 2.5 Access to housing					●
AXIS 3. Sustainable growth, territory, primary sector	PA 3.1 To promote the primary sector based on innovation and quality	●	●	●		
	PA 3.2 Renewable energies. To encourage a low-carbon economy		●	●●●		
	PA 3.3 To enhance tourism	●				
	PA 3.4 Nature conservation and landscape use			●		
	PA 3.5 Waste treatment and closing a Europe's leading water-cycle model		●	●		
AXIS 4. Digital society, culture & reinforcement of Galicia in its socioeconomic setting	PA 4.1 Development of digital economy, information society and cultural industries	●	●		●	●
	PA 4.2 Conservation and promotion of cultural richness	●				
	PA 4.3 Pooling institutions and collaborating with Europe, the Euro-region and the rest of Spain. Risk management and prevention	●				
AXIS 5. Modern, efficient & high-quality public administration	PA 5.1 Professional and motivated civil servants oriented to public service					
	PA 5.2 Transparent, efficient and results-oriented public administration					

Degree of engagement/linkage: moderate (●), high (●●) and very high (●●●)

The Plan's coherence with Europe 2020

► EXECUTIVE SUMMARY

COHERENCE OF GALICIA'S STRATEGIC PLAN WITH INTEGRATED GUIDELINES EUROPE 2020								
Axis	Priority Actions	Europe 2020 Integrated Guidelines for 2015						
		Economic policies				Employment policies		
		Investment	Structural reforms	Single Market	Healthy public finances	Quality employment	Education and training provision	Social inclusion
AXIS 1. Employability and Smart Growth	PA 1.1 R&D&i	●	●	●	●			
	PA 1.2 To promote business and trade	●	●	●	●	●	●	
	PA 1.3 To increase employability		●	●	●	●	●	●
	PA 1.4 Infrastructure and Housing	●		●				
	PA 1.5. To consolidate the educational system			●	●		●	
AXIS 2. Well-being and social cohesion	PA 2.1 Quality and sustainable health system							●
	PA 2.2 Social services for the elderly and dependent people		●				●	●
	PA 2.3 Social services for families and children. Conciliation and equal		●				●	●
	PA 2.4 Social inclusion and gender equality		●			●	●	●
	PA 2.5 Access to housing							●
AXIS 3. Sustainable growth, territory, primary sector	PA 3.1 To promote the primary sector based on innovation and quality	●						●
	PA 3.2 Renewable energies. To encourage a low-carbon economy	●		●				
	PA 3.3 To enhance tourism							
	PA 3.4 Nature conservation and landscape use							
	PA 3.5 Waste treatment and closing a Europe's leading water-cycle model	●		●				
AXIS 4. Digital society, culture & reinforcement of Galicia in its socioeconomic setting	PA 4.1 Development of digital economy, information society and cultural industries	●	●	●			●	
	PA 4.2 Conservation and promotion of cultural richness							
	PA 4.3 Pooling institutions and collaborating with Europe, the Euro-region and the rest of Spain. Risk management and prevention		●	●	●			
AXIS 5. Modern, efficient & high-quality public administration	PA 5.1 Professional and motivated civil servants oriented to public service						●	
	PA 5.2 Transparent, efficient and results-oriented public administration	●	●		●		●	

Intervention Logic

► EXECUTIVE SUMMARY

The approach followed to define **Galicia's Strategic Plan (PEG)** and its objectives derives from the “**theory of change**”. Priority needs were identified as a result of a diagnosis of the socioeconomic situation and a SWOT analysis. Public interventions seek to achieve a change or impact that is socially desirable to respond to that need and the strategic objective is the means to fulfill that change, improvement or intended solution



EXPECTED RESULTS BY PRIORITY OF ACTION CAN BE FOUND IN THE FOLLOWING FOUR SLIDES

Axis 1: Employability and smart growth

► EXECUTIVE SUMMARY

PRIORITY ACTIONS	EXPECTED RESULTS
PA1.1: To promote the consolidation of expenditure policies related to R&D&i. To integrate Galicia into the virtuous circle of innovation for growth	<ul style="list-style-type: none"> □ Increasing absorption of knowledge by businesses, mobilizing and attracting private capital, encouraging research transfer from generation agents and disseminating knowledge towards the market and supporting entrepreneurship □ Improved external competitiveness and increased added-value of products and services offered in the market for stakeholders through innovation and development of new products, processes and technologies □ Increased scientific quality of university research programmes, measured in terms of international standards
PA1.2: To promote business and trade, boosting competitiveness and internationalization of companies and freelancers...	<ul style="list-style-type: none"> □ Increasing : the number of medium-sized companies (50-100 workers), the financial strength of companies, entrepreneurship rates and innovative culture □ Achieving growth based on a hybrid and balanced model between traditional and future/innovative sectors □ Developing a promotion strategy, boosting and improving competitiveness in the trade sector □ Better use of industrial land
PA1.3: To increase employability and productivity of workers in Galicia through training and permanent innovation	<ul style="list-style-type: none"> □ Encourage the creation of stable and quality employment □ Reduce unemployment and promote both the recruitment of unemployed persons and individual and collective self-employment □ Improve training and qualifications for unemployed people □ Adapt workers and businesses to the continuing changes in the global economy □ Achieve a good working environment and conditions, with equality between men and women
PA1.4: To complete Galicia in terms of basic infrastructure. Give new force to housing rehabilitation and maintenance policies	<ul style="list-style-type: none"> □ Improving energy efficiency in homes and buildings, promoting integrated rehabilitation areas (IRA). □ Promoting housing rehabilitation, with 28,000 renovated homes foreseen for the period 2015-2020 □ 83% of Galician population at 15 minutes or less from access to a high performance road network
PA1.5: To consolidate an educational system that minimizes school failure and shares results with leading European regions at all levels, driving Galicia's University System (GUS) towards excellence	<ul style="list-style-type: none"> □ Increase graduation rate in GUS degrees and improve employability of college graduates. □ Improve professional skills of teachers through teacher training and long-life learning □ Boosting the percentage of students choosing vocational training and reaching a higher number of students successfully completing compulsory secondary education □ 85% of young people to continue their studies and training upon completion of compulsory schooling

Axis 2: Wellbeing of people and families and social cohesion

► EXECUTIVE SUMMARY

PRIORITY ACTIONS	EXPECTED RESULTS
PA2.1: Quality and sustainable health system. Promotion of public health and healthy lifestyles	<ul style="list-style-type: none"> □ Increase sport and physical activity among Galician population □ Protect and promote health and prevent diseases □ Improve “consideration” and “accessibility” in the provision of services, directing service delivery towards patients’ needs □ Involve professionals in managing the system □ Increase the response capacity of professionals □ Improve efficiency in health spending □ Renew and modernize health infrastructures and dispose of modern, effective and efficient technological equipment □ Stimulate teaching, research and innovation
PA2.2: Developing the system of social services for the elderly and dependent people	<ul style="list-style-type: none"> □ Improve quality of life for the elderly and dependent people □ Increase birth expectancy free of dependency
PA2.3: Improving social services to families and children, supporting conciliation and promoting equality, services and grants offering complementary support to education and youth and co-operation policies	<ul style="list-style-type: none"> □ Achieving a rate of generational shift, encourage birth rate and improve the conditions of Galician families and minors □ Increasing solidarity and altruistic participation of citizens in voluntary action activities □ Improved co-responsibility and compatibility between working, family and personal times and improving the conditions for women’s equality □ Implement, promote and create conditions for learning, opportunity and experience for Galician youth to ensure and facilitate the development of their knowledge, skills and competencies to play an active role in civil society and especially in the labour market.
PA2.4: Devising a social integration strategy to improve citizens’ welfare, help disadvantaged people to return to acceptable socio-economic situations and to promote gender equality	<ul style="list-style-type: none"> □ Increasing the coverage rate of the population at risk of poverty. Reducing poverty and social exclusion in Galicia’s territory □ Ensuring coverage of basic subsistence needs of the most vulnerable groups of Galician people living abroad □ Improving the goal of achieving effective equality between women and men in social and labour spheres □ Consolidating the network of resources, programmes and specific and specialized measures to address gender violence
PA2.5: Ensuring access to decent housing for ownership or rent, adapted to the possibilities of every family	<ul style="list-style-type: none"> □ Providing access to housing both for purchase and rent. Increasing public promotion housing □ Promoting private initiative and managing land for residential purposes than enables house building at affordable prices

Axis 3: Sustainable growth, territory, agriculture, farming, sea and forestries

PRIORITY ACTIONS	EXPECTED RESULTS
PA3.1: Promoting a primary sector based on innovation and quality of Galician produce, securing the level of rural population	<ul style="list-style-type: none"> □ Having a fishing port system adapted to the specificities of each port and community □ Achieve a compliance rate of 95% or more in the technical and health control programme □ End all land consolidation processes □ Reduce the number of forest fires and burnt area □ Increasing farm productivity □ Increasing the rate of differentiated quality products with respect to GVA of Galician food production □ Consolidate the health status of Galician livestock □ Guarantee and increase agricultural productivity by promoting technical progress. □ Reducing the number of unwanted catches
PA3.2: Efficient, intelligent renewable energy, non-aggressive with the environment and landscape. Promoting a low-carbon economy	<ul style="list-style-type: none"> □ Increased use of public transport and intermodality between different modes of transport □ Increasing the weight of renewables in the energy mix and promoting the transition to a low-carbon economy, by promoting the production and distribution of energy derived from renewable sources □ Creating a genuine biomass industry □ Reducing energy intensity in businesses, promote energy savings and energy efficiency in enterprises,... □ Increasing energy savings and efficiency in public infrastructures, including public buildings and public housing
PA3.3: Enhancement of tourism in Galicia based on its privileged environment and culture	<ul style="list-style-type: none"> □ Increasing the number of national and international tourists and their average stay □ Balancing weights of the different markets to achieve greater seasonal adjustment
PA3.4: Nature conservation, land and landscape use and territorial cohesion	<ul style="list-style-type: none"> □ Completing Galicia's urban planning process □ Ensuring biodiversity conservation □ Acquiring sustainability culture on land use and environmental awareness □ Protecting, managing and planning Galician landscape. Setting-up catalogues and landscape guidelines □ Ensuring good state of the environment in Galicia.
PA3.5: Closing a waste treatment model and one of Europe's leading water cycle models	<ul style="list-style-type: none"> □ Achieving the objectives set by Directive 2008/98/EC and Law 22/2011 of waste and contaminated land, with respect to prevention, reuse and recycling □ Improving the status of all bodies of water



Axis 4: Digital society, culture and reinforcement of Galicia in its socioeconomic setting

PRIORITY ACTIONS	EXPECTED RESULTS
PA4.1: Development of the digital economy. Supporting cultural and media industry as a source of wealth and boosting the development of the information society	<ul style="list-style-type: none"> □ Increasing creative activity and improving Galician cultural offerings and industries both in quantitative and qualitative terms □ Improving competitiveness and profitability of stakeholders and companies in the cultural sector. □ Increasing the use of the Galician language in the media . □ Expanding communication infrastructures in accordance with the principles of safety at the facility, ensuring the highest quality of service. □ Increasing the competitiveness of Galician radio and TV company (CRTVG) in order to contribute to building up an informed public opinion, ensuring the values of independence, objectivity and accuracy of information □ Achieving technological modernization of public services
PA4.2: Conservation and promotion of the cultural richness of Galicia	<ul style="list-style-type: none"> □ Increased participation of society in the activities of libraries, archives, museums and interpretation centers, as well as increasing the supply of their services, contents and products □ Increasing Galicia's cultural heritage, improving its conservation status and access conditions to citizens □ Achieving greater presence and knowledge of the Galician language in society
PA4.3: Promoting self-government institutions and improving their influence and collaboration with Europe, the Euro-region and the rest of Spain	<ul style="list-style-type: none"> □ Improving institutional capacities and the efficiency of the administration of justice in Galicia □ Ensuring a level of protection and security of citizens against situations that alter the normal coexistence, and those arising from serious risks, catastrophe or public calamity through an integrated civil protection system

Cross-Cutting Objectives: Strategies and Results

PROMOTION OF CULTURE INNOVATION

- Promoting the absorption of knowledge among companies and boosting technological upgrading of enterprises
- Mobilizing and attracting private capital for innovation processes
- Supporting entrepreneurship and promotion of research transfer
- Encouraging the development of new products, processes and technologies
- Position the administration as tractor element for innovation culture and increase the scientific quality of university research

PROMOTING ENTREPRENEURSHIP, INDUSTRIALISATION AND INTERNATIONALISATION

- Improved creation of new companies and improved survival rates, increased foreign direct investment
- Increased number of medium-sized companies, improved financial strength and increased number of exporting companies
- More companies integrated into value chains and business models tailored to the needs of the new economy
- Increased entrepreneurs, innovative culture, global vocation and business competition-oriented
- Promoting innovative and entrepreneurial culture at all levels of academic education

DEMOGRAPHIC RENEWAL

- Promoting demographic renewal of Galicia with a view of approaching the European average fertility rate
- Awareness-raising among Galician society on the demographic situation in Galicia
- Socio-economic boost to maternity / paternity and support to families in the upbringing period
- Coordinated and systematic public action to address effectively the multidimensionality of the demographic issue

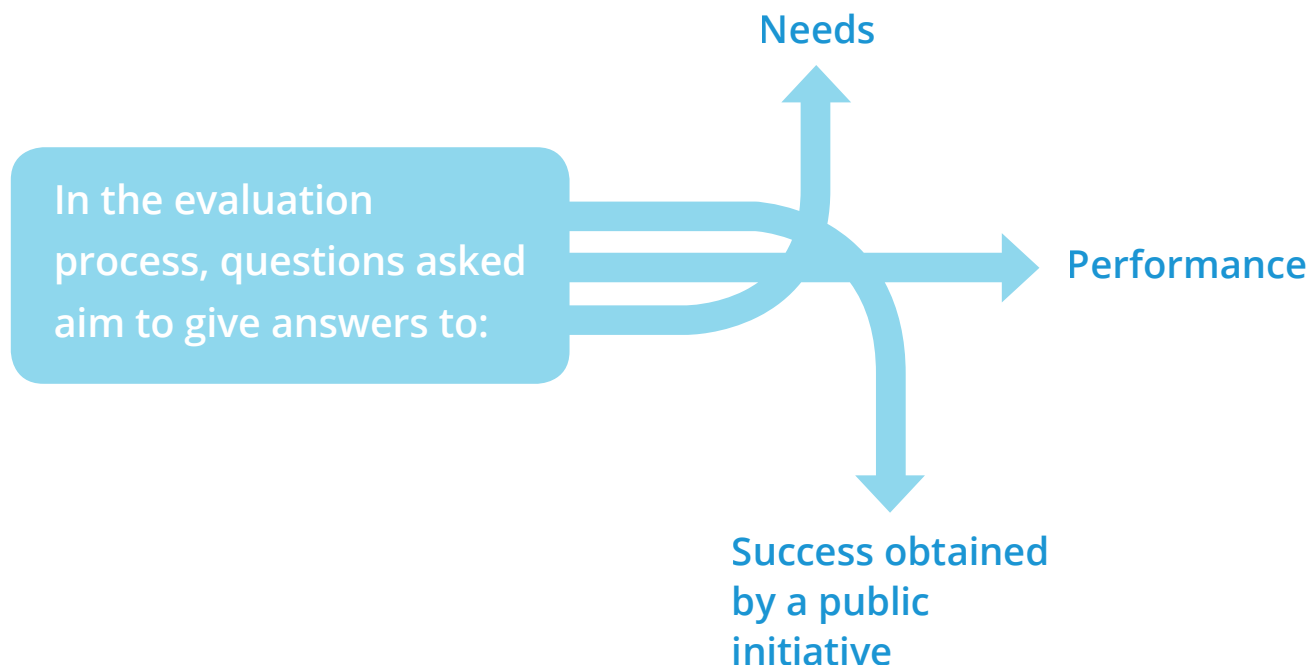
TERRITORIAL COHESION

- Fostering co-ordination and development of joint strategies to streamline supply and demand for services in peri-urban and rural areas
- Promoting a support network for business models in rural areas, from support to utilization of endogenous resources (agriculture and livestock, forestry) to new business models
- Improving public transportation, especially in rural-urban connections and complete rural infrastructures, properly adjusting proposed actions to needs
- Boosting Galicia's Territorial Model as defined in the Regional Planning and Land use Guidelines

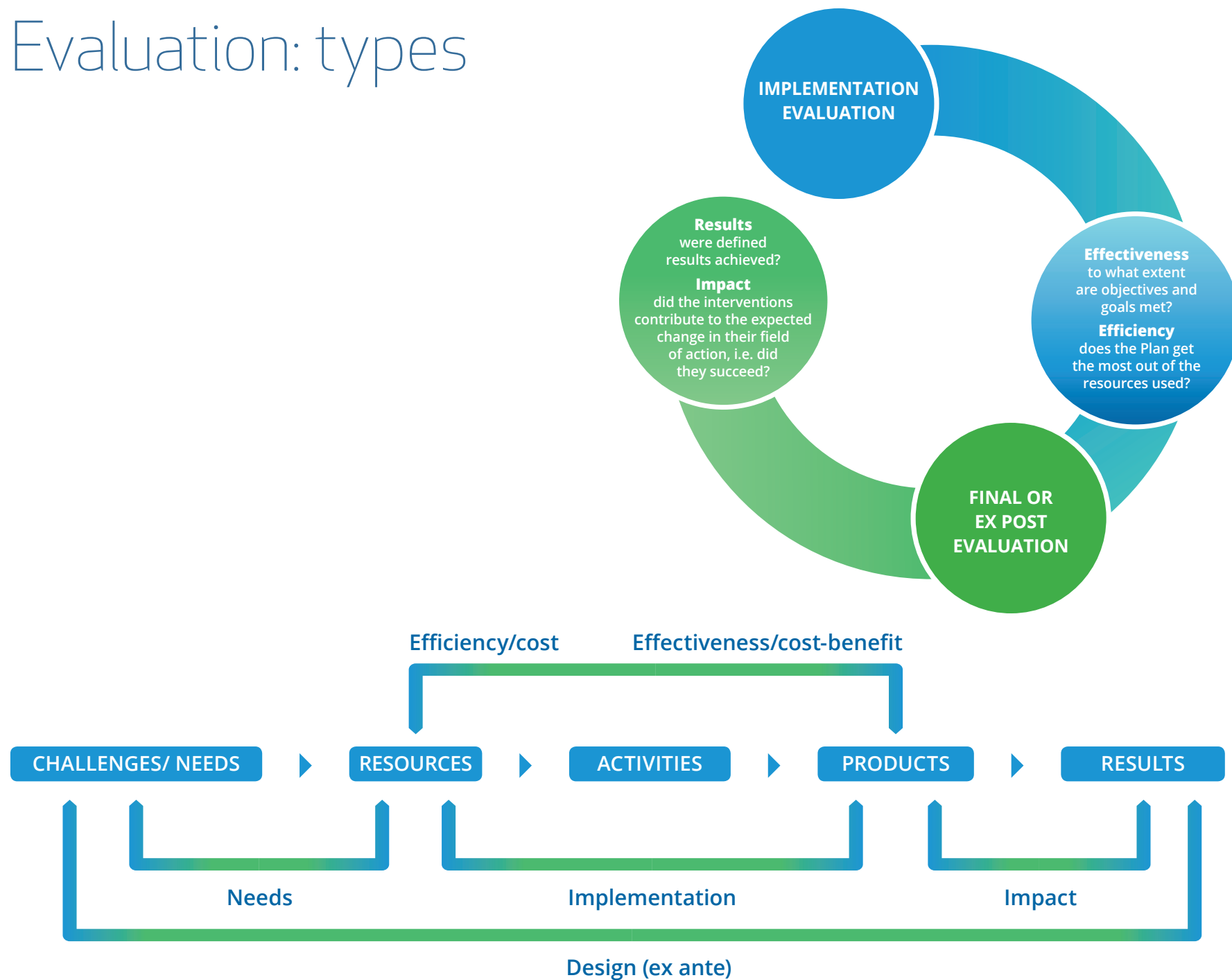
Boosting a change towards a more efficient & results-oriented management



Evaluation: logical framework and theory of change



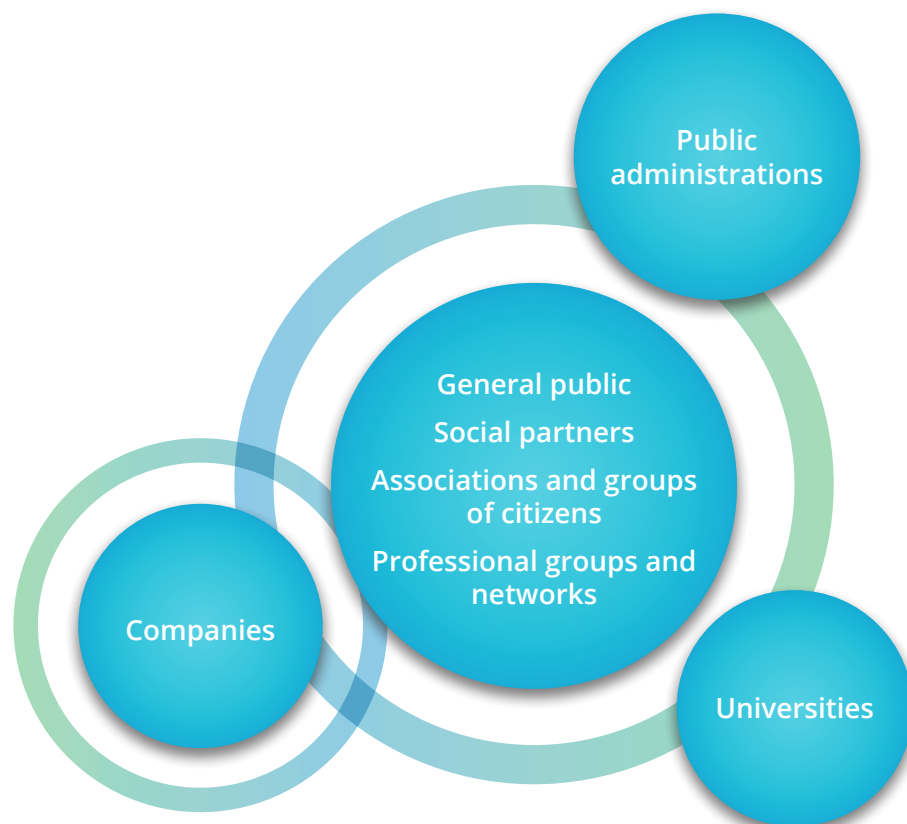
Evaluation: types



Participation process

► EXECUTIVE SUMMARY

The participation model for the development of the Plan is an **evolved model of conventional "triple helix"** (University + Public Administration + Companies), adding a key component: **civil society**.



Over 220 representatives participated in the process, coming from a variety of groups, associations, unions and other organizations that normally interact with administration in different sectors and social fields

FORUM 1

Social policies and demographic renewal

Workshops:

- ▮ Drivers for changing the demographic dynamics of Galicia and mainstreaming of demographic perspective on the objectives of Plan
- ▮ Effects of ageing on public expenditure policies
- ▮ Social and integration policies

FORUM 2

Model for Economic growth : innovation, internationalisation and entrepreneurship

Workshops:

- ▮ Innovative growth
- ▮ Competitiveness of Galician economy
- ▮ Competitiveness through education and employment

FORUM 3

Territorial cohesion and development

Workshops:

- ▮ Territorial policy: urban and rural models
- ▮ Sustainable growth
- ▮ Tourism
- ▮ Agro-livestock sector (agriculture, livestock , forestry and processing industries)
- ▮ Fishing, "shellfishing" and aquaculture

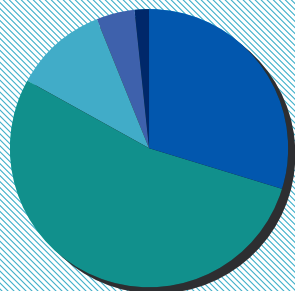
Financial framework 2015-2020

► EXECUTIVE SUMMARY

Axes	2015	2016	2017	2018	2019	2020
A1. Employability and smart growth	2,546	2,687	2,738	2,811	2,900	2,979
A2. Wellbeing of people and families and social cohesion	4,537	4,617	4,677	4,757	4,878	4,982
A3. Sustainable growth, territory, agriculture, farming, sea and forestries	925	845	839	836	831	830
A4. Digital society, culture and reinforcement of Galicia in its socioeconomic setting	373	324	343	345	344	345
A5. INSTRUMENTAL AXIS. Modern, efficient and high quality public administration	135	134	121	121	118	113
Non-financial expenses	8,516	8,607	8,718	8,870	9,071	9,249

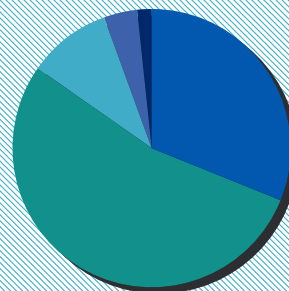
2015

■ AXIS 1 / 29.9%
■ AXIS 2 / 53.3%
■ AXIS 3 / 10.9%
■ AXIS 4 / 4.4%
■ AXIS 5 / 1.6%



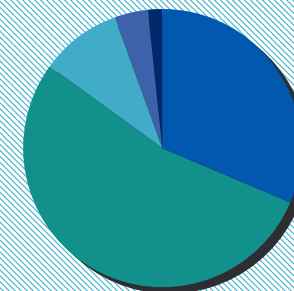
2016

■ AXIS 1 / 31.2%
■ AXIS 2 / 53.6%
■ AXIS 3 / 9.8%
■ AXIS 4 / 3.8%
■ AXIS 5 / 1.6%



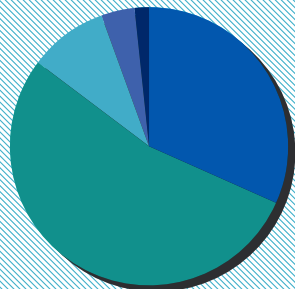
2017

■ AXIS 1 / 31.4%
■ AXIS 2 / 53.6%
■ AXIS 3 / 9.6%
■ AXIS 4 / 3.9%
■ AXIS 5 / 1.4%



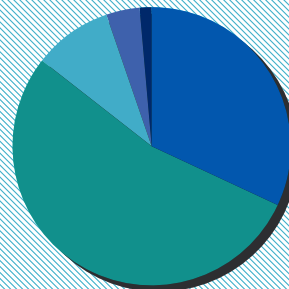
2018

■ AXIS 1 / 31.7%
■ AXIS 2 / 53.6%
■ AXIS 3 / 9.4%
■ AXIS 4 / 3.9%
■ AXIS 5 / 1.4%



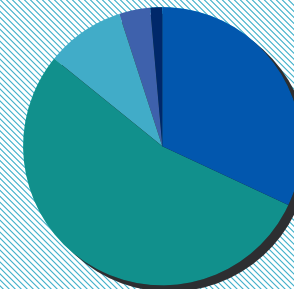
2019

■ AXIS 1 / 32.0%
■ AXIS 2 / 53.8%
■ AXIS 3 / 9.2%
■ AXIS 4 / 3.8%
■ AXIS 5 / 1.3%

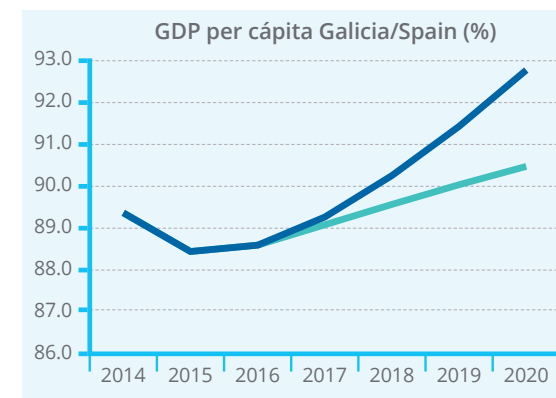
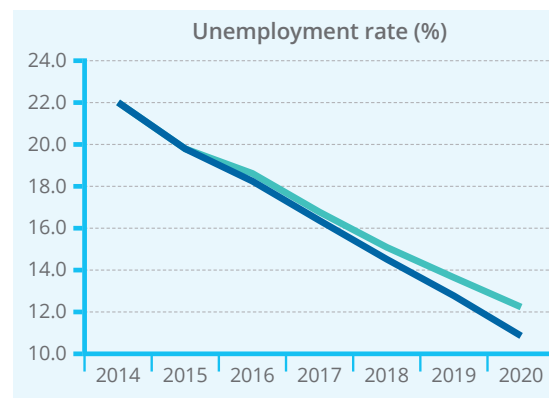
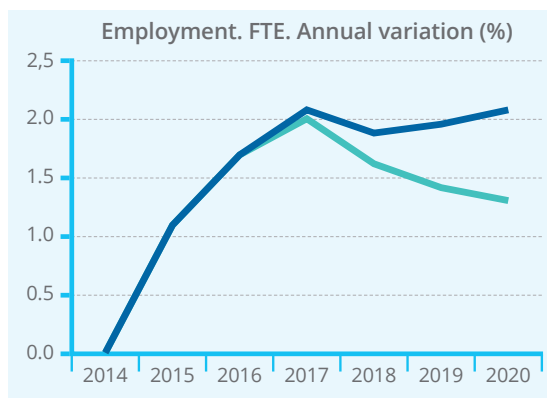
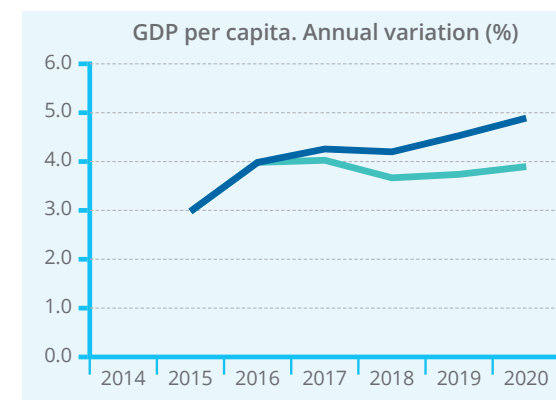
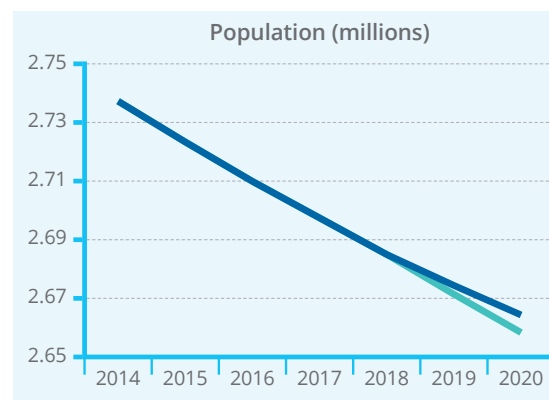
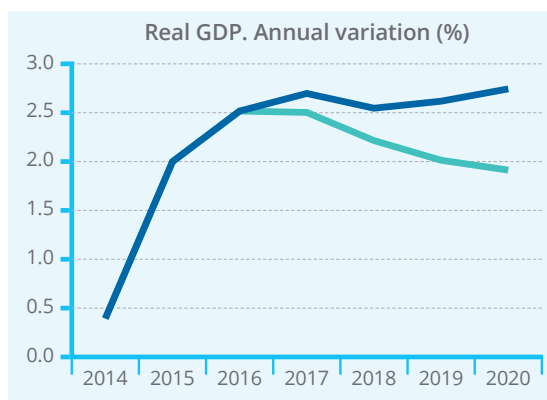


2020

■ AXIS 1 / 32.2%
■ AXIS 2 / 53.9%
■ AXIS 3 / 9.0%
■ AXIS 4 / 3.7%
■ AXIS 5 / 1.2%

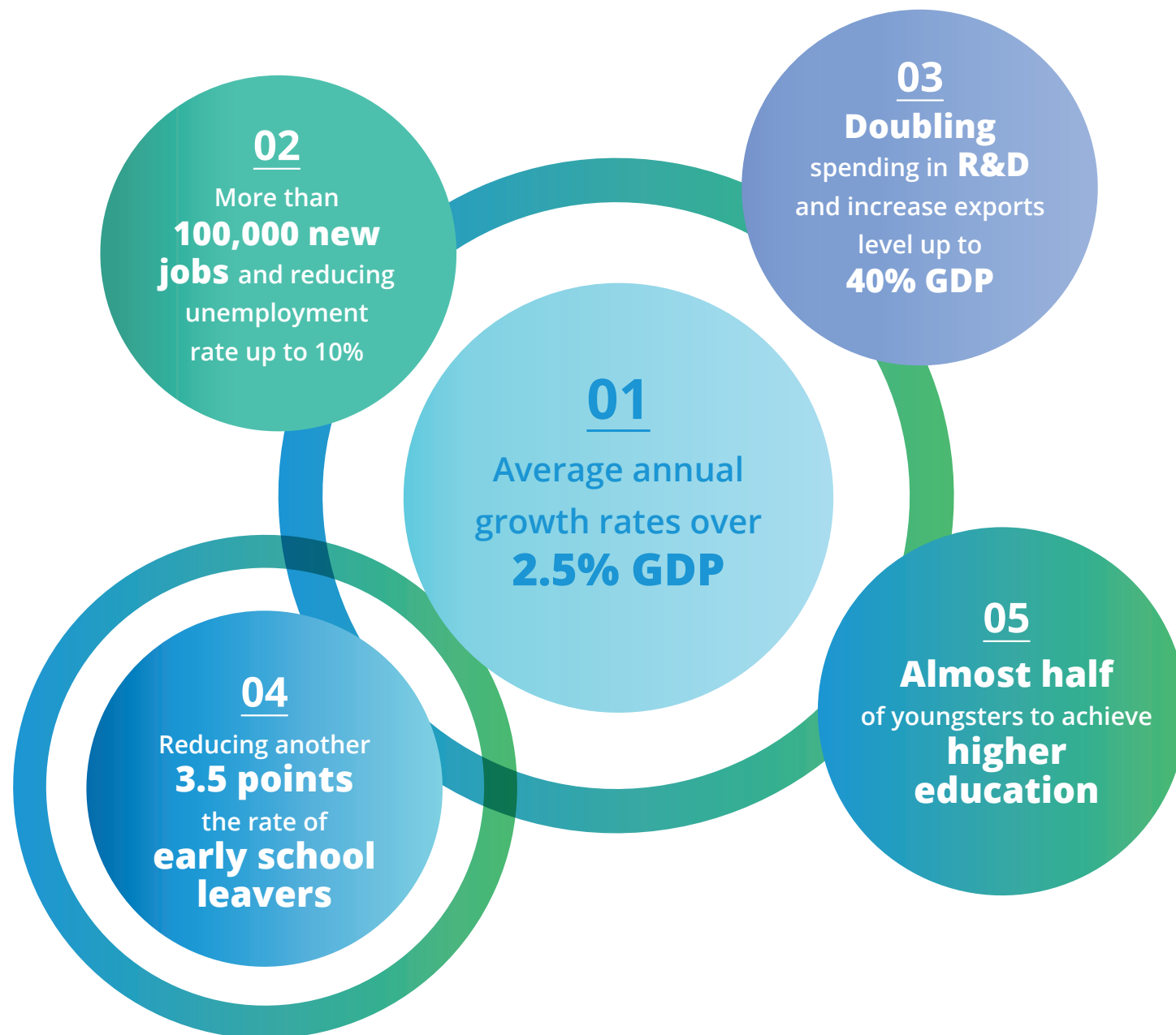


Estimating the plan's impact on several macroeconomic variables

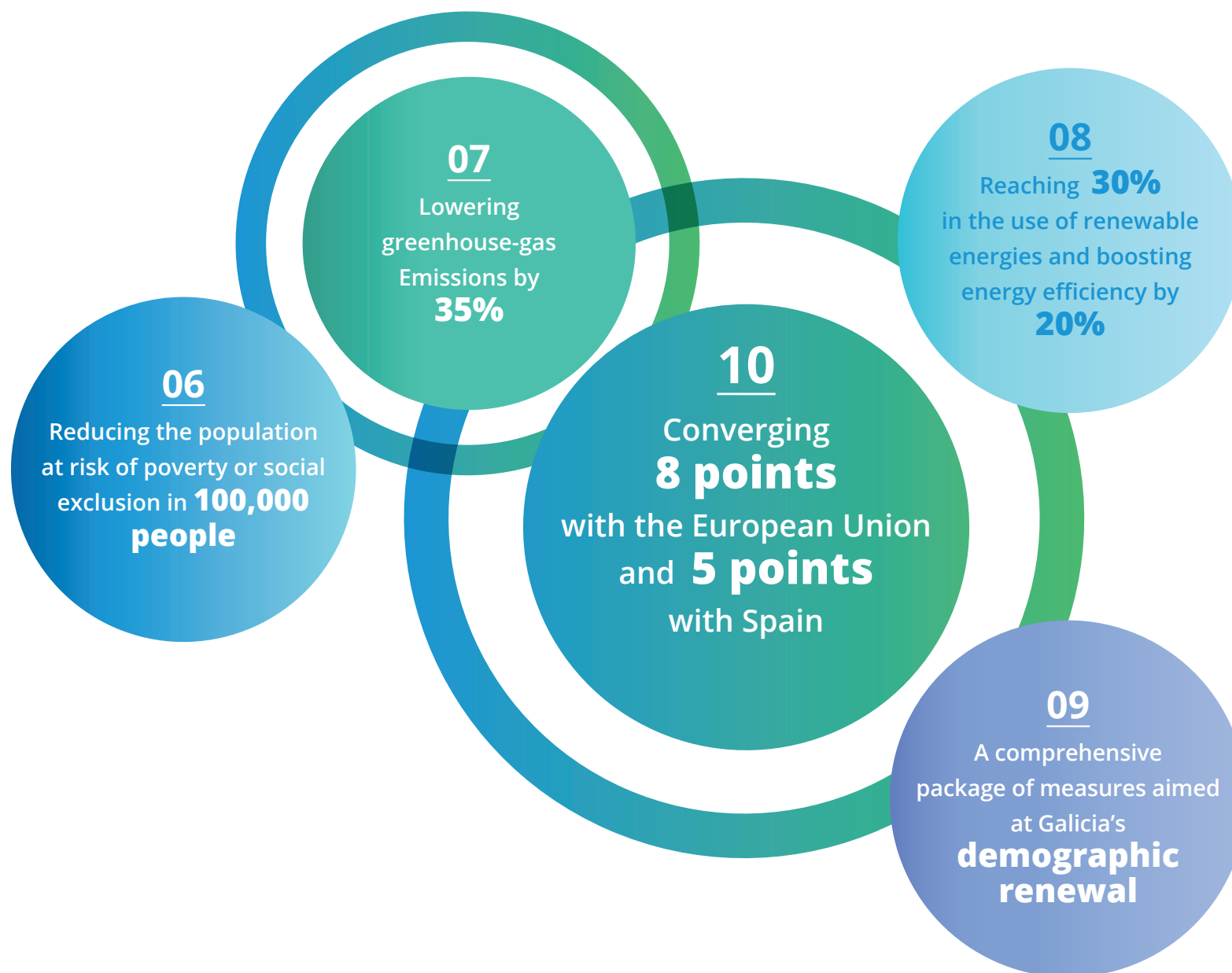


— Base scenario
— Strategic Plan Effect

The Plan's 10 challenges



The Plan's 10 challenges



Annex I: structure of the programme

AXIS	A1: EMPLOYABILITY AND SMART GROWTH				
PRIORITY ACTIONS (PA)	PA1.1: To promote the consolidation of expenditure policies related to R&D&i. To integrate Galicia into the virtuous circle of innovation for growth	PA1.2: To promote business and trade, boosting competitiveness and internationalization of companies and freelancers ...	PA1.3: To increase employability and productivity of workers in Galicia through training and permanent innovation	PA1.4: To complete Galicia in terms of basic infrastructure. Give new impetus to housing rehabilitation and maintenance policies	PA1.5: To consolidate an educational system that minimizes school failure and shares results with leading European regions at all levels, driving Galicia's University System (GUS) towards excellence
STRATEGIC OBJECTIVES (SO)	<p>SO 1.1.01: Empowering R&D by promoting the absorption of knowledge by professionals and businesses, mobilizing and attracting private capital to Galician innovation processes, encouraging transfer research from generation agents, knowledge dissemination towards the market and support entrepreneurship in every field</p> <p>SO 1.1.02: Improving research capacity and results of the Galician university research</p>	<p>SO 1.2.01: To offer quality industrial land and adjusted to demand, boosting this resource as a centre of attraction for companies, facilitating the establishment of new businesses in our territory and preventing already established businesses from relocation</p> <p>SO 1.2.02: To ensure compliance with safety conditions of facilities in relation to industrial safety and industrial equipment</p> <p>SO 1.2.03: To promote growth and competitiveness in a sustainable mining sector in the autonomous community of Galicia</p> <p>SO 1.2.04: To improve competitiveness of enterprises and traditional Galician sectors in a globalized environment, through growth, professionalisation, modernisation and internationalisation</p> <p>SO 1.2.05: To modernise and improve competitiveness in the trade sector</p>	<p>SO 1.3.01: To reduce the unemployment rate in Galicia by promoting employability of unemployed people through the acquisition of professional experience</p> <p>SO 1.3.02: To increase labour integration and entrepreneurship, especially for people with special difficulties in finding a job</p> <p>SO 1.3.03: To improve the employability of unemployed people, by means of obtaining an official accreditation of vocational training</p> <p>SO 1.3.04: To improve skills and qualifications among workers through vocational training, ...</p> <p>SO 1.3.05: To achieve modernized labour relations based on corporate social responsibility (CSR), reducing labour conflict and workplace accidents</p> <p>SO 1.3.06: To promote cooperatives and social economy as a way to generate employment and contribute to Galicia's economic and social development</p>	<p>SO 1.4.01: To promote housing rehabilitation and urban renewal, recovering housing stock and lessening the impact on the environment, to meet the housing needs of the population, to improve quality of life of citizens and boost the building sector</p> <p>SO 1.4.02: To establish a communication system that structures Galician territory in order to bring the population to high performance pathways. To undertake maintenance activities improving road safety and contributing to minimum accident rate of roads in the autonomous community</p>	<p>SO 1.5.01: To improve quality of education and results of Galician schoolchildren</p> <p>SO 1.5.02: To improve the quality of teaching and academic offer of the university system in Galicia</p> <p>SO 1.5.03: To improve the quality of education and school results of special education schools...</p> <p>SO 1.5.04: To improve the quality of specialized education and its results, especially in relation to learning a third language.</p> <p>SO 1.5.05: To ensure adequate training for teachers through permanent training.</p> <p>SO 1.5.06: To improve the quality and results of seamanship and maritime- fisheries education in its various forms of vocational training</p> <p>SO 1.5.07: To qualify rural workers for their integration in the agro-forestry labour market</p> <p>SO 1.5.08: To enhance vocational training and secondary education, improving quality of teaching...</p> <p>SO 1.5.09: To reduce early school leaving and to improve educational outcomes of students with special educational needs and students with special needs through personalized support measures</p>

A2: WELLBEING OF PEOPLE AND FAMILIES AND SOCIAL COHESION					
AXIS					
PRIORITY ACTIONS (PA)	PA2.1: Quality and sustainable health system. Promotion of public health and healthy lifestyles	PA2.2: Developing the system of social services for the elderly and dependent people	PA2.3: Improving social services to families and children, supporting conciliation and promoting equality, services and grants offering complementary support to education and youth and co-operation policies	PA2.4: Devising a social integration strategy to improve citizens' welfare, help disadvantaged people to return to acceptable socio-economic situations and to promote gender equality	PA2.5: Ensuring access to decent housing for ownership or rent, adapted to the possibilities of every family
STRATEGIC OBJECTIVES (SO)	<p>SO 2.1.01: To consolidate sports and physical activity, as well as develop the feature set of the sporting event, beyond mere competition, such as public health, economic or educational and social functions</p> <p>SO 2.1.02: To promote comprehensive care adapted to the needs and patients, families and caregivers.</p> <p>SO 2.1.03: To create the necessary conditions for committed professionals and carers by the organisation, using the advantages of information and communications technology (ICT) and developing information systems that facilitate clinical practice and decision-making</p> <p>SO 2.1.04: Efficient management that contributes to the sustainability of the health system</p> <p>SO 2.1.05: To adapt infrastructure and health facilities to the needs of patients and professionals</p>	<p>SO 2.2.01: To increase the coverage of care for people in situations of dependency</p> <p>SO 2.2.02: To improve the quality of life of people with disabilities and the elderly, in terms of personal autonomy and to prevent dependency situations</p>	<p>SO 2.3.01: To guarantee the right of all minors to a family life and contribute to demographic renewal and to set the conditions for promoting the birth rate</p> <p>SO 2.3.02: To promote solidarity and volunteering to help people at risk of poverty or in need</p> <p>SO 2.3.03: To improve conciliation of work and family life and promote responsibility among women and men to help achieve the principle of gender equality in all areas and demographic renewal</p> <p>SO 2.3.04: To improve the quality of life of Galician youth and increase their welfare on an equal footing</p> <p>SO 2.3.05: To remove barriers that prevent or hinder student access to the education system in order to guarantee the best conditions for exercising their right to compulsory education and ensure that these students, plus those from vocational training, acquire listening, speaking and writing skills</p>	<p>SO 2.4.01: To consolidate and improve the protective action of the economically deprived and of people at risk of social exclusion and facing particular difficulties for social integration</p> <p>SO 2.4.02: To promote the services and benefits to the Galician emigration and its entities, as well as returnees to ensure their well-being</p> <p>SO 2.4.03: To promote equal gender opportunities, social inclusion and improved access to the labour market for women</p> <p>SO 2.4.04: To promote social inclusion and the fight against poverty and discrimination of any kind</p> <p>SO 2.4.05: To reduce gender violence, through a global and coordinated response to this scourge in all its forms and consequences</p>	SO 2.5.01: To facilitate access to housing, owned or rented, especially among the most disadvantaged groups

AXIS					
A3: SUSTAINABLE GROWTH, TERRITORY, AGRICULTURE, FARMING, SEA AND FORESTRIES					
PRIORITY ACTIONS (PA)	PA3.1: Promoting a primary sector based on innovation and quality of Galician produce, securing the level of rural population	PA3.2: Efficient, intelligent renewable energy, non-aggressive with the environment and landscape. Promoting a low-carbon economy	PA3.3: Enhancement of tourism in Galicia based on its privileged environment and culture	PA3.4: Nature conservation, land and landscape use and territorial cohesion	PA3.5: Closing a waste treatment model and one of Europe's leading water cycle models
STRATEGIC OBJECTIVES (SO)	<p>SO 3.1.01: To modernize Galician ports, guaranteeing the necessary means to develop a business model in each dock based on activities with more demand and specialisation</p> <p>SO 3.1.02: To control the quality and food safety of sea products</p> <p>SO 3.1.03: To improve infrastructure in rural areas</p> <p>SO 3.1.04: To reduce damage from forest fires, improving prevention and defense against them</p> <p>SO 3.1.05: To improve living conditions of the population in the Galician rural territory, especially through job creation</p> <p>SO 3.1.06: To increase the profitability of production systems ...</p> <p>SO 3.1.07: To promote innovation and quality certification in the countryside.</p> <p>SO 3.1.08: To increase productivity of Galician forests and promote sustainable forest management.</p> <p>SO 3.1.09: To ensure prevention, defense and control of animal health and crop protection.</p> <p>SO 3.1.10: To increase the income of farmers and livestock breeders</p> <p>SO 3.1.11: To have a fisheries sector with operational and effective coastal organizations.</p> <p>SO 3.1.12: To improve the competitiveness of the fisheries sector</p> <p>SO 3.1.13: To stimulate economic activity in fishing areas, driving a transversal model of sustainable development</p>	<p>SO 3.2.01: To promote sustainable and alternative mobility, encouraging the use of public transport and making it more attractive. Ensure intermodality and the connection between different modes of transport and urban-rural connection and promote efficiency in freight transport</p> <p>3.2.02: To increase the weight of renewables in the energy mix and promote the transition to a lowcarbon economy</p> <p>3.2.03: Improving energy efficiency in buildings, in infrastructures and public services, progress in evaluating and improving the energy efficiency among companies</p>	SO 3.3.01: To strengthen Galicia's position as a tourist attraction by means of a more competitive and sustainable model, adapted to changes in the market	<p>SO 3.4.01: To complete the urban planning process in Galician territory, encouraging citizen participation therein, protecting the soil and supporting local government</p> <p>SO 3.4.02: To ensure a favourable state of conservation of natural heritage, promoting efficient management and sustainable protection</p> <p>SO 3.4.03: To enhance the integration and consideration of the landscape in government's action and to identify and characterize the values and potential for protecting and managing Galician landscape</p> <p>SO 3.4.04: To promote environmental sustainability, by decoupling economic growth from environmental degradation and by strengthening control and environmental monitoring</p>	<p>SO 3.5.01: To preserve and protect the environment and promote resource efficiency through sustainable waste management and restoration of degraded areas.</p> <p>SO 3.5.02: To complete the necessary infrastructure for improving the state of bodies of water, combining the natural water cycle with the cycle of water use, with the participation of citizens in a framework of sustainability that takes into account climate change challenges.</p>

AXIS	A4: DIGITAL SOCIETY, CULTURE & REINFORCEMENT OF GALICIA IN ITS SOCIOECONOMIC SETTING			A5: INSTRUMENTAL AXIS. MODERN, EFFICIENT & HIGH-QUALITY PUBLIC ADMINISTRATION	
PRIORITY ACTIONS (PA)	PA4.1: Development of the digital economy. Support for cultural and media industry as a source of wealth and boost the development of the information society	PA4.2: Conservation and promotion of the cultural richness of Galicia	PA4.3: Promoting self-government institutions and improving their influence and collaboration with Europe, the Euro-region and the rest of Spain	PA5.1: Professional and motivated civil servants oriented to public service	PA5.2: Transparent, efficient and results-oriented public administration
STRATEGIC OBJECTIVES (SO)	<p>SO 4.1.01: To increase the supply and consumption of culture through planned cultural revitalisation actions and activities of the Galician cultural and creative industry.</p> <p>SO 4.1.02: To enhance social communication as a tool for information dissemination and promote access to new digital technologies.</p> <p>SO 4.1.03: To modernise communication services and facilitate public access to them.</p> <p>SO 4.1.04: To improve the use and quality of ICT and the degree of access to them.</p>	<p>SO 4.2.01: To strengthen programming and services available in libraries, archives, museums and interpretation centers, in order to ensure the active participation of citizens as users of these services and as consumers of quality cultural offerings</p> <p>SO 4.2.02: To protect, preserve, highlight and disseminate Galician cultural heritage.</p> <p>SO 4.2.03: To spread the convenience of using Galician language in the different fields of society with special attention to the younger strips of population and the economic / business world and its trade relations with Portuguese-speaking countries , fostering a climate that favors Galician everyday use</p>	<p>SO 4.3.01: To enhance institutional capacity and efficiency of the administration of justice in Galicia.</p> <p>SO 4.3.02: To consolidate an efficient administration that offers a comprehensive response to the needs demanded by citizens regarding emergencies, civil protection and public safety, according to criteria such as training, specialisation and technological innovation.</p>	<p>IO 5.1.01: To achieve greater professionalisation of public servants in the Autonomous Community, promoting ongoing training throughout their careers, which results in improving the delivery of public services to citizens; adapted to their needs, quality, practical and flexible training, that promotes conciliation of personal and professional life, and to exploit the full potential of new technologies.</p> <p>IO 5.1.02: To contribute to a more professional civil service, with enhanced motivation and orientation to public service</p> <p>IO 5.1.03: To progress in improving quality and safety of legal action by the regional administration and public sector</p>	<p>IO 5.2.01: To achieve an efficient and quality management, continuous improvement of the quality of services through rationalisation and optimisation of public spending.</p> <p>IO 5.2.02: To contribute to the economic and social culture of the society through official statistical information.</p> <p>IO 5.2.03: To contribute to a transparent, efficient and resultsoriented financial management</p> <p>IO 5.2.04: To develop a process of continuous improvement in quality and transparency in the public sector, in order to complete the on-going restructuring and administrative simplification process</p>

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