



Integrated Action Plan

Summary

City of Rzeszów

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Introduction

The premise of the project 'C4TALENT- Creating a better environment for start-ups and companies to attract and retain talent' is to create a business- and start-up-friendly environment in cities that will attract and retain young, talented professionals in urban spaces, while minimising the effects of the so-called 'brain drain'. Business incubators, subsidies, offering physical infrastructure in the form of coworking space or the possibility of using the urban fabric to test solutions are all effective methods - but there is no single solution that can be implemented anywhere with identical results. Each city must therefore find its own and unique combination of key aspects to support the local startup ecosystem.

This 'combination' is to be expressed in an Integrated Action Plan, outlining the City's directions for supporting the development of wider entrepreneurship in relation to the challenge. It includes, inter alia, planned activities, implementation responsibilities, costs, funding sources, monitoring indicators and a risk assessment of the activities. It also includes a description of the testing actions carried out as part of the project implementation, also known as small-scale actions to address the challenge using a participatory approach.

The Integrated Action Plan is prepared in collaboration with members of the URBACT Local Group, who represent groups related to the business and start-up community in the city.

City context

Rzeszów is a dynamically developing city located in south-eastern Poland, which is the capital of the Podkarpackie Province. Due to its geographical location, it is an important transport hub – major road and rail routes intersect here, and it is also home to Rzeszów-Jasionka Airport, which provides a number of domestic and international connections.

The city is also a **significant academic centre**, with several universities, including the Rzeszów University of Technology, the University of Rzeszów and the University of Information Technology and Management. **Rzeszów** is also developing its scientific and research facilities and promoting innovation, particularly in the aviation, IT and modern technology sectors.

Thus, the challenges facing Rzeszów in the context of the Integrated Action Plan, developed in cooperation with the Local URBACT Group as part of the implementation of the project 'C4TALENT - Creating a better environment for start-ups and companies to attract and retain talent', include: the declining number of university students, Rzeszów's competitiveness compared to other academic centres, the expansion of the offer

dedicated to students, and the level of cooperation between business environment institutions.

Methodology

The development of an Integrated Action Plan (IAP) for the city of Rzeszów was a response to the need to strengthen the local ecosystem of innovation, entrepreneurship and quality of life for residents, especially young people and students. The aim was to create a comprehensive document that not only defines the city's strategic goals in terms of supporting start-ups, entrepreneurs and students, but also identifies specific actions, success metrics, implementation schedules and sources of funding.

The planning process began with an analysis of existing resources and activities, including a review of current city initiatives, co-working spaces, mentoring programmes and cultural offerings dedicated to students. The analysis of other cities' experiences and good practices, identified, among others, within the URBACT programme, which provided expert knowledge and tools for creating effective action plans in the area of local innovation ecosystem development, was also of great importance. URBACT enabled the exchange of experiences with European partners, which significantly influenced the shape of the proposed solutions and planning methodology.

The key stages of the planning process included:

- 1) Identification of the needs and potential of the local ecosystem. This stage was largely devoted to the diagnosis of institutions supporting entrepreneurship, analysis of cooperation between universities and business, and identification of the needs of students and young entrepreneurs.
- 2) Developing specific objectives and indicators was the next step, which was taken to define measurable results in the areas of institutional cooperation, attracting talent, developing cultural offerings, and quality of life.
- 3) Defining actions and milestones in the plan is a strategic element of planning specific initiatives, timetables and sources of funding, including external funds for the implementation of individual projects.
- 4) The involvement of stakeholders, including members of the URBACT Local Group, included an analysis of the business environment, defining the role of universities and identifying the role of start-ups, while taking into account the contribution of city representatives and young residents, which allowed for the development of actions that correspond to the real needs of the local community.

The role of stakeholders was crucial at every stage of planning, both in the diagnosis process and in developing recommendations and verifying proposed actions. Their participation ensured that the plan not only responds to the current needs of the city, but is also feasible to implement and socially acceptable.

The designated planning milestones included, among others: making decisions on the directions of activities in the area of start-up and entrepreneurship support, identifying available sources of financing, developing a detailed schedule of activities, and creating

a system for monitoring and evaluating the effects of IAP implementation. The schedule of activities remains flexible and can be modified depending on the current situation, while maintaining consistency with the IAP and other strategic documents of the city. The entire IAP planning process was therefore systematic, participatory, involving the ULG group and the community, and data-driven, which allowed for the development of a coherent document that serves as a reference point for further city actions in the areas of urban innovation, entrepreneurship and quality of life for residents.

The entire IAP planning process was systematic and participatory, carried out in cooperation with the Local URBACT Group and the wider community, and based on data, which made it possible to develop a coherent document serving as a reference point for further city activities in the areas of urban innovation, entrepreneurship and quality of life for residents.

TIMELINE

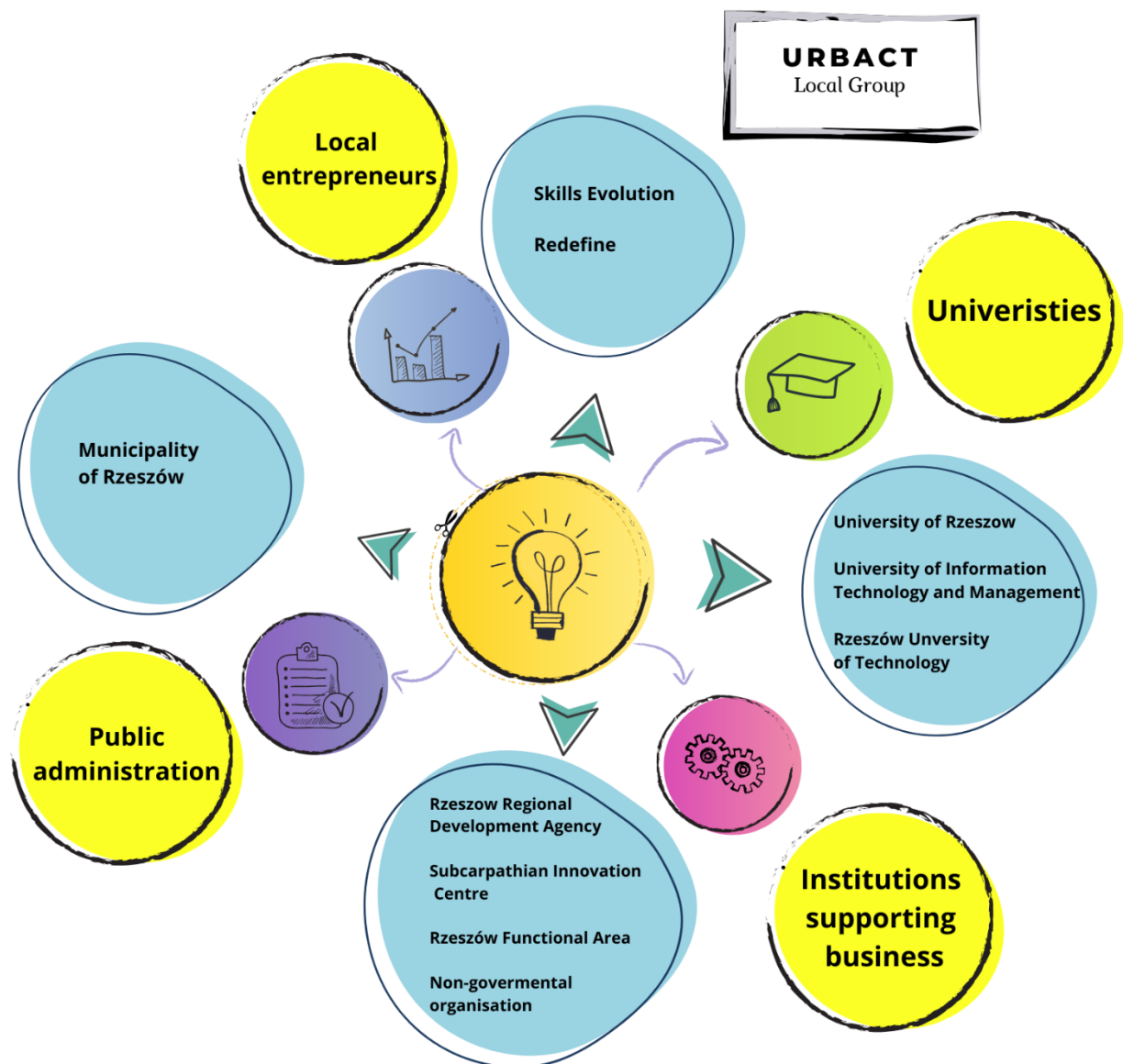


Graphic 1: Timeline of "C4TALENT" project

URBACT Local Group

The idea behind the URBACT Local Group was to bring together a group of specialists and experts representing various circles related to entrepreneurship in the city in its broadest sense. Representatives of local universities were also invited to join the group, due to the academic potential of the city as the capital of the Podkarpackie region.

Although the composition of the Local URBACT Group has evolved since the project's inception (several members resigned due to professional changes), the number of members fluctuates around 15 on average, with the majority wishing to work towards building the local entrepreneurial ecosystem, supporting the city in initiatives aimed at this goal.



Graphic 2: Composition of the Local URBACT Group, original work

In order to ensure the sustainability and continuity of the Integrated Action Plan, a permanent team of experts will be appointed at the Urban Innovation Centre – Urban Lab, which will provide substantive support to the IAP. The team will be responsible for supporting the monitoring of the implementation of activities, analysing data, preparing reports and recommending corrective measures, ensuring consistency with the city's strategic objectives and involvement in project activities. Thanks to the formal establishment of the team and the established procedures for cooperation with local stakeholders and ULG, the project will gain mechanisms guaranteeing its sustainability regardless of personnel changes in the partner groups.

The added value of working with the URBACT Local Group is not only the involvement of its members in activities for the benefit of the city, but also gaining a broader perspective and practical tips and suggestions to help develop plans for the further development of the local entrepreneurial ecosystem.

Vision

In 2030, Rzeszów is a city that attracts new residents, including creative people – both young and experienced – who are eager to develop their business ideas here, and business support institutions operating in the city cooperate with each other to create a thriving local ecosystem. The city's strengths include its developed infrastructure, clean environment, network of social services, and modern and innovative economy linked to scientific and research facilities. Rzeszów is a good place to live, green, orderly, modern and well-kept, which is systematically strengthening its position as an academic city and a centre of innovation, research and development. Together with its functional area, it forms a dynamically developing metropolitan area, taking advantage of its location and the potential and responsiveness of its residents. This helps to retain talent and attract new people who see Rzeszów as their 'opportunity' for development.

In order for the envisaged vision to become a reality, several factors must be in place and actions must be taken to achieve specific objectives, such as:

- 1) supporting and strengthening the local business and start-up ecosystem by strengthening cooperation between business support institutions through joint and more comprehensive initiatives,
- 2) increasing the number of initiatives dedicated to start-ups, entrepreneurs and students,
- 3) developing the offer in the area of student culture.

Intervention logic

Challenges

Level of cooperation

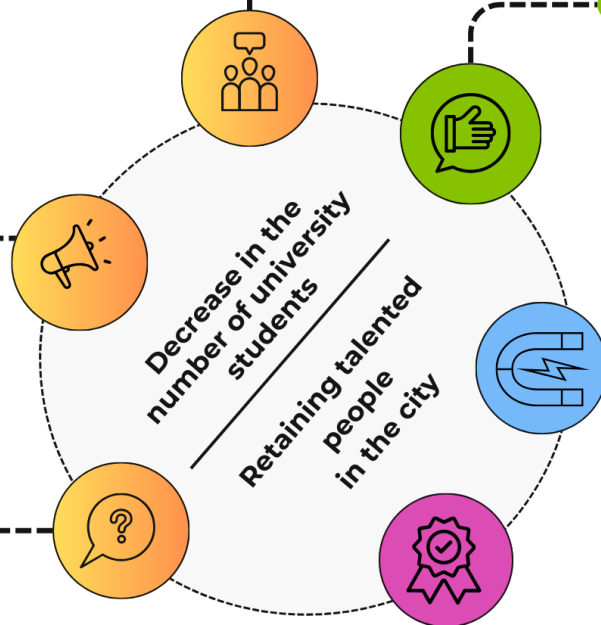
Business support institutions and services are scattered and run by various independent entities, and the level of ongoing cooperation is rather low

Perception of the city

The city may be perceived as less attractive compared to other academic centres of this kind (location, proximity to military operations, potentially unstable future)

Networking

Lack of tools connecting the local startup community with the business community to support young talent in their 'business journey'



Intervention areas

Specific Objective 1: Cooperation and ecosystem building

Supporting and strengthening the local business and start-up ecosystem by strengthening cooperation between business support institutions through joint and more comprehensive initiatives.

Specific Objective 2: Attracting and retaining talents

Increasing the number of initiatives dedicated to start-ups, entrepreneurs and students.

Specific Objective 3: Quality of life:

The need to develop the offer in the area of student culture.

Graphic 3: Intervention logic, origin work

Summary financial table

Action Title	Output targets	Responsible organisation	Cost (EUR)	Timing	
				Start	End
Cooperation and ecosystem creation/ Supporting and strengthening the local business and start-up ecosystem by strengthening cooperation between business support institutions through joint and more comprehensive initiatives.					
Action 1.1 A joint ‘map’ of local institutions supporting business in the city	1 map	Municipality of Rzeszów (Department of Urban Innovation Centre – Urban Lab)	14 106,70 EUR	1 st q. 2026	4 th 2026
Action 1.2 Establishing cooperation with institutions and organisations promoting entrepreneurship	15 institutions	Municipality of Rzeszów (Department of Urban Innovation Centre – Urban Lab)	18 103,59 EUR	1 st q. 2026	4 th 2026
Action 1.3 Supporting cooperation between universities and businesses to enable the transfer of knowledge from academia to business	4 events	Municipality of Rzeszów (Department of Urban Innovation Centre – Urban Lab)	14 341,81 EUR	1 st q. 2026	4 th 2026
Action 1.4 A series of events in cooperation with business environment institutions presenting their current offer (‘one day one-stop shop’)	4 events	Municipality of Rzeszów (Department of Urban Innovation Centre – Urban Lab)	12 225,80 EUR	1 st q. 2026	4 th 2026

Attracting and retaining talent/ Increasing the number of initiatives dedicated to start-ups, entrepreneurs and students					
Action 2.1 Developing a concept for municipal support for start-up entrepreneurs (e.g. co-working space with the possibility of organising events)	1 concept	Municipality of Rzeszów (Department of Urban Innovation Centre – Urban Lab)	8 699,13 EUR	1 st q. 2027	4 th q. 2027
Action 2.2 Series of networking events	10 events	Municipality of Rzeszów (Department of Urban Innovation Centre – Urban Lab)	13 871,58 EUR	2 nd q. 2027	4 th q. 2027
Action 2.3 Municipal mentoring programme supporting young businesses (final year secondary school students, university students)	3 startups/ projects	Municipality of Rzeszów (Department of Urban Innovation Centre – Urban Lab)	10 344,91 EUR	2 nd q. 2027	4 th q. 2027
Quality of life / Need to develop offerings in the area of so-called student culture					
Action 3.1 Conducting activities aimed at identifying the need to expand the city's cultural offer dedicated to students	4 surveys, consultations	Municipality of Rzeszów (Department of Urban Innovation Centre – Urban Lab)	18 338,70 EUR	1 st q. 2028	4 th q. 2028
Action 3.2 Taking action to increase the scale of urban development projects in the area of	2 projects	Municipality of Rzeszów (Department of Urban Innovation Centre – Urban Lab)	26 567,61 EUR	1 st q. 2029	4 th q. 2030

micro-innovation – improving quality of life.					
Total for IAP			136 599,83 EUR		

Result indicators

Specific objective	Result indicator		
	Definition	Expected result	Source of Information
SO1 Supporting and strengthening the local business and start-up ecosystem by strengthening cooperation between business support institutions through joint and more comprehensive initiatives.	Strengthening cooperation between business environment institutions located in the city	<ul style="list-style-type: none"> • Increased sense of the existence of a cohesive ecosystem; • Positive assessment of the usefulness of joint initiatives; • Positive feedback from entrepreneurs and startups about the functioning of the ecosystem. 	Internal reports of the Urban Innovation Centre – Urban Lab, project documentation, minutes of partner meetings, reports of institutions participating in activities, evaluation surveys. Including reports on participation in training courses and programmes, evaluation surveys of participants.
SO2 Increasing the number of initiatives dedicated to start-ups, entrepreneurs and students	Measures that will increase the number of talented individuals in the city, particularly among students at local universities	<ul style="list-style-type: none"> • Higher assessment of the substantive value and attractiveness of support offerings for entrepreneurs, startups, and students (including workshops, training, etc.); • Increased diversity of the offered activities; • Enhanced perception of the city as friendly to innovation and entrepreneurs 	Reports from the Urban Innovation Centre – Urban Lab, co-working documentation, event reports, evaluation surveys of mentoring programme participants. Including reports on participation in training courses and programmes, participant evaluation surveys.

SO3 The need to develop the offer in the area of student culture	<p>Activities that will identify students' needs and develop cultural offerings and initiatives that improve the quality of life for students in the city, increasing the number of engaging projects and the participation of young people.</p>	<ul style="list-style-type: none"> • Increase in the perceived attractiveness of the cultural offer dedicated to students; • Enhanced sense that the prepared offer meets the needs of the target group; • Positive change in opinions about the availability and appeal of the cultural offer dedicated to students. 	<p>The data comes from project documentation and reports by the Urban Innovation Centre – Urban Lab, including research and consultation reports, project documentation and reports on the implementation of urban initiatives dedicated to students, as well as evaluation surveys completed by participants in the activities.</p>
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Output indicators

Action	Output indicator			
	Definition	Baseline value	Target value	Source of Information
Intervention area 1: Supporting and strengthening the local business and start-up ecosystem by enhancing cooperation between business support institutions through joint and more comprehensive initiatives./ Cooperation and ecosystem creation				
Action 1.1	A joint map of institutions supporting business	0	1	Map documentation, internal UL report, information from cooperating institutions
Action 1.2	Establishing cooperation with institutions supporting entrepreneurship	7	15	Reports on participation in training courses and programmes, documentation from partner institutions, participant evaluation questionnaires
Action 1.3	Supporting cooperation between universities, businesses and cities (knowledge transfer)	0	4	Event reports, academic and business partner reports, project documentation
Action 1.4	A series of events, in cooperation with business environment institutions, presenting their current offer (one day 'one-stop-shop')	0	4	Event reports, participant surveys, documentation from institutions presenting their offerings, evaluation reports
Intervention area 2. Increasing the number of initiatives dedicated to start-ups, entrepreneurs and students/ Attracting and retaining talent				

Action 2.1	Developing a concept for municipal support for start-up entrepreneurs (e.g. co-working space with the possibility of organising events)	0	1	Documentation of developed concepts, internal UL reports, minutes from workshops and consultations
Action 2.2	A series of networking events	2	10	Event reports, participant attendance lists, evaluation surveys
Action 2.3	Municipal mentoring programme supporting young businesses (final years of secondary school, students)	0	3	Participant reports, project documentation, mentor reports, programme evaluation
Area of intervention 3: The need to develop the range of student cultural activities				
Action 3.1	Carrying out activities aimed at identifying the need to expand the city's cultural offer dedicated to students	0	4	Research and consultation reports, project documentation, evaluation surveys
Action 3.2	Development of urban projects in the field of micro-innovation and quality of life	0	2	UL reports, project documentation, participant lists, evaluation surveys

Coherence with existing policies

Title of the Strategy / Policy Document	Summary description	Relevance to the focus area of the IAP (if any)
Development Strategy of the City of Rzeszow until 2025	Rzeszow's policies to date follow directly from the Strategy for the Development of the City of Rzeszow until 2025. This document defines the main and specific strategic objectives of the city's development and indicates the instruments of cohesion policy for stimulating development processes in the regional capital.	<p>The strategic goal of the National Urban Policy is to strengthen the ability of cities and urbanized areas to create sustainable growth and jobs, and to improve the quality of life of residents.</p> <p>The Rzeszów Development Strategy identifies sectoral strategic objectives relating to the city's environment, including:</p> <p>C.1. Smart City - Creating favorable conditions for the development of Rzeszow as an attractive place for business and the development of education, higher education, science and culture;</p> <p>C.2 A socially cohesive and integrated city - Improving the living conditions of residents and the state of public safety Due to the nature and structure of businesses, Rzeszow should be an attractive place to live for young professionals (the so-called creative class).</p> <p>The Development Strategy of the City of Rzeszów until 2025 also includes horizontal strategic objectives that relate to the subsystem of city management, among which are:</p> <p>CH 3. City of Cooperation- Ensure efficient social communication and cooperation of the City with public, economic, social entities and residents;</p> <p>CH 4.- Brand “Rzeszów- Developing a nationally and internationally recognized image of Rzeszów as a center of economic and social innovation, a hospitable and visitor-friendly city.</p>
Regional Innovation Strategy of the Podkarpackie Voivodeship 2021-2030	Is the main document defining the directions of regional policy.	<p>Among strategic aims it is worth to emphasize a few:</p> <ul style="list-style-type: none"> • activation of networking cooperation between all the entities that make up the regional innovation system,

		<ul style="list-style-type: none"> • support for the establishment and development of pre-incubators, business incubators and other forms of assistance in starting a business (including a virtual office) and the development of the potential of these institutions creation and development of start-up projects, • support for the development of institutions providing basic services to enterprises, • support for increasing the capacity of scientific and research sector entities to create and commercialize knowledge, in particular in the areas of regional smart specializations, • creating conditions for the development of interregional cooperation, • intensify the use of “green technologies” in the region's enterprises, especially in areas of smart specialization.
City Brand Strategy (Updating the Strategy Rzeszów Brand and the Promotion Program of the City of Rzeszów for 2020-2025)	The document includes a diagnosis of the current and desired situation of the Rzeszow brand until 2025.	The document is a set of guidelines, justified by the results of research, for promotional activities carried out as part of further development of the Rzeszów brand until 2025. Among the conducted research were quantitative surveys on a sample of 1002 people (city residents, tourists visiting Rzeszów, students studying at Rzeszów universities and those studying in selected large cities, Rzeszów entrepreneurs and companies from cities considered competitive), qualitative research, individual in-depth interviews (IDI) with ten experts in the field of promotion, marketing, advertising, public relations, and representatives of business, cultural institutions and tourism. Qualitative research for this document also included two focus group interviews (FGIs) with local opinion leaders, entrepreneurs and representatives of the business environment, as well as NGOs and students.
Development Strategy for the City of Rzeszów until 2035 (draft)	Document under development. It sets out the main and specific strategic objectives for the further development of the city and identifies cohesion policy	The city's development policy sets out five strategic objectives, among which the third one deserves special attention. It concerns the development of the city's economic, academic and scientific-research potential, including the creation of the city's brand on an international scale. This objective will be achieved by implementing the following measures:

	instruments to stimulate development processes in the regional capital.	<ul style="list-style-type: none"> • ensuring space for further economic development of the city, • creating conditions for the development of entrepreneurship, including supporting the development of entrepreneurship among residents, • strengthening the city's position as an academic centre and a centre for innovation, research and development, • developing cooperation between public administration, business and higher education in order to increase the economic potential of the city and the region.
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Gantt's chart

Actions	2026				2027				2028				2029				2030			
	I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV
Intervention Area I. Cooperation and ecosystem building																				
1.1. A joint 'map' of business support institutions																				
1.2. Establish cooperation with institutions and organizations that promote entrepreneurship																				
1.3. Supporting cooperation between universities, businesses and cities (transfer of knowledge)																				
1.4. A series of events in cooperation with business support institutions presenting their current offer („one day one-stop shop“)																				
Intervention Area II. Attracting and retaining talents																				
2.1. Development of a concept for urban support for budding entrepreneurs (e.g. coworking space with possibility of organising events)																				
2.2 A series of networking events																				
2.3. Urban mentoring programme supporting young business (last grade of high schools, students)																				
Intervention area III. Quality of life																				
3.1. Carry out activities to identify the need to expand the city's cultural offer dedicated to students																				
3.2. Development of urban projects in the area of micro innovation and quality of life																				

Graphic 5: Gantt's chart, original work

Governance of implementation

The Integrated Action Plan will be submitted to the Mayor of Rzeszów for recommendation regarding the implementation of the document by the department coordinating the task of the Urban Innovation Centre – Urban Lab, via a cover letter. The document is a proposal for actions developed with the support of members of the Local URBACT Group and inspired by the good practices of the project partners, aimed at building a more start-up and business-friendly environment, with particular emphasis on activities dedicated to students. It is they who are the first to be recognised as having high business potential, both because of their openness to new solutions and the possibility of obtaining funding and ULG, to which they are entitled under applicable national regulations.

As we read in the Diagnosis for the Development Strategy of the City of Rzeszów until 2035 (section ‘Higher education’): According to the survey ‘The image of Rzeszów as a city and a place brand’, respondents, when assessing the influence of institutions, organisations and activities undertaken by the city on the state and design of the city, indicating up to three of them, most often chose universities (61.1%). This compares with the airport (56.85%), shopping malls and centres (38.3%) and businesses (32.3%). According to the respondents, universities will also be the most important institutions determining the position of Rzeszów in the future (47.8%). According to the respondents, students are the social group with the greatest influence on the city's development (57.6%, followed by investors - 54.8% and entrepreneurs - 53.6%). These results show how important Rzeszów's universities and their students are to the city's image).

Most of the elements proposed in the Integrated Action Plan are defined as municipal actions, which will be coordinated by the Urban Innovation Centre – Urban Lab. The relevant departments and units of the Rzeszów City Council will be involved in the implementation of individual tasks, invited to cooperate as expert partners, supporting activities in areas corresponding to their competences. This approach will ensure the participatory nature of the Plan's implementation and enable the use of the knowledge and experience of specialists in the implementation of individual actions and projects.

The implementation of the Plan, and thus the execution of some of the planned activities, will require the involvement of the city's community due to their scope and complexity. Maintaining existing partnerships with representatives of entities and institutions from the academic community, as well as the business and science sectors, which form the foundation for further cooperation, is of key importance in this process. It is equally important to build a sustainable, expert ecosystem in the form of a cooperation ‘platform’ that enables systematic evaluation of the Plan's implementation and the exchange of knowledge and experience between partners. Many representatives of institutions involved in the implementation of the ‘C4TALENT’ project are already supporting the city

in this process and declare their intention to continue cooperation after its completion in order to jointly build a local ecosystem of entrepreneurship and innovation.

The co-ordination of the activities proposed in the Integrated Action Plan will be carried out mainly by the departments whose competences match the scope of a given undertaking. In the case of activities involving external institutions, the coordination of the whole will depend on the proportion of tasks in the individual activities.

Resourcing and funding

The implementation of the tasks included in the Integrated Action Plan assumes the acquisition of external financing to enable the effective implementation of the planned activities and initiatives. Given the long-term nature of the project and its importance for the development of the local innovation and entrepreneurship ecosystem, it is reasonable to use external sources of funding available under regional, national and European programmes.

It is advisable to develop and implement a strategy for obtaining external funds, including:

- 1) European funds, including European Funds for Eastern Poland 2021–2027, the European Social Fund, the Cohesion Fund, the National Recovery and Resilience Plan,
- 2) national and regional funds supporting the development of entrepreneurship, innovation and digital competences,
- 3) Norwegian and EEA funds,
- 4) grant competitions, public-private partnerships based on cooperation, as well as sponsorship initiatives and private investments.

The Urban Innovation Centre – Urban Lab will play a key role in the implementation of individual activities, acting as a coordinator in the preparation of projects, identification of funding sources and cooperation with institutional and expert partners.

Monitoring Framework and Process

The monitoring and evaluation system is designed to track progress in the implementation of the Integrated Action Plan (IAP) on an ongoing basis, assess the effectiveness and efficiency of the measures implemented, identify potential deviations and recommend corrective actions. This mechanism will ensure consistency with strategic objectives, increase the transparency of activities, and enable decision-making based on current data and indicators. The Urban Innovation Centre – Urban Lab is responsible for the overall coordination of the monitoring process, acting as the main entity responsible for data collection, analysis of results, preparation of reports and recommendation of corrective measures. The Centre for Urban Innovation – Urbna Lab will cooperate with relevant departments of the Rzeszów City Council and external partners who carry out specific tasks under the Plan. Each unit involved in the implementation of IAP activities

will be required to provide the necessary information and interim reports to enable a full assessment of progress in achieving the planned objectives.

Monitoring will cover both quantitative aspects, measured by the achievement of set indicators, and qualitative aspects, relating to the assessment of the impact of activities on the local community, the effectiveness of implementation and compliance with strategic objectives.

The monitoring process will be based on regular reporting. Half-yearly reports will be the primary tool for assessing current progress, while the annual report will be used for a comprehensive analysis of the Plan's implementation in a given calendar year. The reports will be prepared by the Urban Innovation Centre – Urban Lab on the basis of data collected during the implementation of the action. Each report will contain a description of the activities carried out, the degree of achievement of the indicators, an assessment of the effectiveness of implementation and recommendations for further action. The half-yearly reports will be discussed at meetings of the team coordinating the implementation of the IAP, while the annual report will be submitted to the Mayor of Rzeszów for review. To ensure transparency and openness, abridged versions of reports or summaries thereof may be published on the Urban Innovation Centre – Urban Lab website, enabling residents and social partners to follow the progress of the Plan's implementation.

In the event of significant deviations from the assumed schedule, budget or substantive objectives, a corrective procedure will be initiated. First, the Urban Innovation Centre – Urban Lab will analyse the causes of the situation and prepare a report describing the scale and effects of the deviation. This information will then be forwarded to the team coordinating the implementation of the IAP, which will assess the impact of the deviation on the Plan as a whole and propose possible corrective measures.

Corrective measures may include, among others, updating the schedule, adjusting the scope of activities, budget reallocations or organisational changes. In the event of major changes, the decision to implement them will be made by the Mayor of Rzeszów. Once the adjustments have been approved, the updated plan will be re-entered into the monitoring cycle.

To ensure the effectiveness and consistency of monitoring, supporting tools are to be implemented, including an electronic system enabling ongoing progress reporting by co-implementing entities. In addition, regular working meetings are planned, organised on a quarterly basis, which will allow for the exchange of information, identification of good practices and early response to potential difficulties. An annual evaluation will be carried out once a year to conduct an in-depth analysis of the effectiveness of the implementation of measures, assess the achievement of objectives and formulate conclusions and recommendations for subsequent periods.

Progress in implementing the Integrated Action Plan will be measured using a set of indicators covering both quantitative and qualitative effects. These indicators will include, among others, the number of actions completed, the level of participation of residents and stakeholders, the number of partnerships established within the framework of cooperation, the number of micro-innovations implemented, and the level of satisfaction of initiative participants. Data for the indicators will be obtained from internal reports on individual actions – project documentation, evaluation surveys and internal analyses. The indicators will be measured every six months and the results will be included in half-yearly and annual reports. The monitoring system identifies key stakeholders and their roles and responsibilities:

- 1) **Urban Innovation Centre – Urban Lab (Centre):** acts as the Integrated Action Plan (IAP) Coordinator, responsible for coordinating the entire monitoring process, analysing data, preparing reports and recommending corrective actions. The Centre also provides expert support in the assessment of reports, recommending corrective measures and supervising the consistency of the measures implemented with the city's strategic objectives.
- 2) **Departments and specialist units of the Rzeszów City Council:** substantive and expert support in specific areas of the Plan.
- 3) **External partners** (universities, social organisations, business): support in the implementation of activities, provision of data, participation in evaluation, expert advice.
- 4) **Mayor of Rzeszów:** approval of corrective measures and strategic decisions resulting from monitoring.

The designed system for monitoring and controlling the implementation of the Integrated Action Plan ensures transparency, effectiveness and continuity of the implementation process. It is based mainly on cooperation between departments and units of the Rzeszów City Council, as well as on regular reporting and corrective mechanisms, enabling ongoing response to changes, assessment of the effectiveness of actions and maintenance of compliance with the city's strategic objectives.

