

Regional Action Plan for Mazowieckie Voivodeship

Mazovia Development Agency Plc

April, 2022

Table of contents

1	PART I – GENERAL INFORMATION.....	3
2	PART II – POLICY CONTEXT	3
2.1	BACKGROUND AND CHALLENGES	7
3	PART III – DETAILS OF THE ACTIONS ENVISAGED.....	8
3.1	ACTION.....	9
3.1.1	<i>Relevance to the project</i>	<i>9</i>
3.1.2	<i>Nature of the action</i>	<i>13</i>
3.1.3	<i>Stakeholders involved.....</i>	<i>19</i>
3.1.4	<i>Timeframe</i>	<i>19</i>
3.1.5	<i>Indicative costs.....</i>	<i>19</i>
3.1.6	<i>Indicative funding sources</i>	<i>20</i>

1 Part I – General information

Project: **START EASY - Smart tools for quick and easy business start-up in Europe: the once-only challenge**

Partner organisation(s) concerned: **Mazovia Development Agency Plc**

Country: **Poland**

NUTS2 region: **PL9, Mazowieckie Voivodeship**

Contact person: **Karolina Ivaldi**

email address: k.ivaldi@armsa.pl

phone number: +48 573 789 459

2 Part II – Policy context

The Action Plan aims to impact:

<input type="checkbox"/>	Investment for Growth and Jobs programme
<input type="checkbox"/>	European Territorial Cooperation programme
<input checked="" type="checkbox"/>	Other regional development policy instrument

Name of the policy instrument addressed:

Regional Innovation Strategy for Mazovia until 2030 – RIS Implementation Programme 2021-2022.

At the phase of application for participation in the START EASY project, the Mazovia Development Agency Plc proposed *The Regional Operational Programme for Mazowieckie Voivodeship 2014-2020* as a policy instrument corresponding to the project assumptions, which has expired in 2020 and can no longer be influenced. The *Regional Innovation Strategy for Mazovia until 2030* (RIS Mazovia 2030) adopted on 16 March 2021 and the related *the RIS Implementation Programme 2021-2022* were selected as a new policy instrument.

The main objective of RIS Mazovia 2030 is for the region to become an innovation leader in Central and Eastern Europe by the year 2030. In comparison to the previous policy instrument, the Regional Innovation Strategy for Mazovia 2020, the vision of the RIS 2030 has been significantly

modified. For the first time the strategy's provisions were created in direct cooperation with the stakeholders, who supported the definition of a new set of Strategic Objectives:

- **Strategic Objective 1** - Increase of innovation activity in Mazovia
- **Strategic Objective 2** - Strong and effectively operating value chains connecting enterprises
- **Strategic Objective 3** - Effective ecosystem for creating and supporting innovations
- **Strategic Objective 4** - Increase in the internationalization of the Mazovian innovation ecosystem.

The Regional Innovation Strategy for Mazovia until 2030 itself was developed with the significant participation of the START EASY project's Regional Stakeholder Group representatives, as the Mazovia Development Agency Plc was involved in the RIS revision process. The RIS Strategy was already impacted by the START EASY project's results through recommendations reported during the RIS Mazovia 2030 consultation process. During this process, the Mazovia Development Agency Plc, were involved in the RIS revision process and provided ideas inspired by the project findings. In particular, the good practices from other regions presented within the framework of the START EASY project showed the need for strengthening the public services to support entrepreneurship and provided valuable insights on the tools that can facilitate the entry of new companies into the market.

Our experts were delegated and actively participated in the working groups within sub-regional workshops, strategic workshops, and internet consultations organised by The Office of the Marshal of the Mazowieckie Voivodeship (Mazovia Region). As part of the working groups, our initial proposals based on the knowledge transfer during the START EASY project were presented, as well as the challenges faced by the Mazowiecki Regionalny region related to the strengthening of services aimed at SMEs as currently provided by the public administration or Business Environment Institutions. The discussions showed that developing OSS services in the region, supporting the creation of new services, and strengthening the existing ones, can contribute significantly to the strengthening of the business ecosystem in Mazovia.

As a result, the needs related to OSS services were reflected in four new Strategic Objectives under the Regional Innovative Strategy for Mazovia 2030 as follows:

- **2.5. Promotion of implementation of innovative solutions in public administration units and scientific institutions** – creating and developing OSS in local government units who formerly did not provide support to SMEs and start-ups and developing new services in the OSS is the introduction of the innovation in the institution.
- **3.6. Supporting the creation and development of innovative enterprises** – every service dedicated to enterprises and aspiring entrepreneurs is influencing the creation of new enterprises.

- **3.7. Actively promoting pro-innovative attitudes addressed to various social groups, including, among others, promotion of remote forms of work** – promotion and dissemination of new knowledge and skills can be considered as promoting pro-innovative attitudes for local administration employees; new services provided by local administration encourages local society to create new businesses.
- **3.8. Increasing activity of BEI in terms of providing professional services supporting innovation in the Mazowiecki Regionalny region, including, inter alia, the development of a system of accreditation of BEI** - one of OSS models discussed during Interregional Thematic Workshop builds on cooperation between BEI and local administration, whereas BEI provides services for local administration while some other services are outsourced. We would like to introduce this model to the local administration in Mazowiecki Regionalny region, which can be considered as increasing activity of BEI.

Furthermore, the Mazovia Development Agency Plc is also a member of the [Mazovian Innovation Council](#) (MRI), an institution of consultative and advisory character for the Board of Mazowieckie Voivodeship within the scope of innovation policy, entrepreneurship and new technologies. The MRI is composed of representatives of the regional environment, such as entities associating entrepreneurs, science institutions and public administration (including representatives of territorial self-government units from the Warszawski Stołeczny region and Mazowiecki Regionalny region) whose tasks include the evaluation and assessment of the innovation policy of the region, including RIS; assessment of the status of RIS implementation on the basis of data on innovation from the strategy monitoring and evaluation system; participation in the elaboration of RIS implementation programmes; the provision of opinion on the risk analysis and the RIS evaluation plan.

The Mazovia Development Agency Plc is also taking part in the Business Environment Institutions Forum (BEI Forum), which is a body gathering representatives of business environment institutions operating in Mazovia. The BEI Forum is a place where an exchange of information on the functioning of the innovation ecosystem in Mazovia, and the creation of support directed to SMEs takes place. The tasks of the BEI Forum include the provision of advice on solutions within the system of accreditation of business environment institutions, as well as initiating activities and projects, whose implementation largely depends on the potential of the existing networks of business environment institutions available in the region. During one of the BEI Forums (21/07/2021), the START EASY project was presented. The Forum was devoted to the issue of One-Stop-Shop (OSS), the role of Business Environment Institutions in the development of the OSS model and the perspective of the demand side of the service.

In order to meet the objectives of the START EASY project and bring about changes to the Regional Innovative Strategy for Mazovia until 2030, **we will introduce changes to the key document related to the Strategy, namely, the RIS Implementation Programme 2021-2022.**

Implementation Programmes are the key documents included in the RIS implementation system (see: [RIS](#), section 4. Implementation of the strategy). The basic tool for RIS implementation is the Implementation Programme (PW), i.e., a short-term action plan for the implementation of RIS. The Implementation Programme includes descriptions of RIS projects, including the planned pilot projects. It identifies entities responsible for the implementation of individual tasks, linking tasks with RIS objectives, indicative budgets with sources of financing, as well as performance indicators.

For the RIS Implementation Programmes, two-year perspectives (in the initial and final period of the Strategy validity) and three-year perspectives (in the middle periods) with the possibility of their annual update, were adopted. Four Implementation Programs are planned to deploy the provisions of the **Regional Innovation Strategy for Mazovia 2030**:

- Implementation Programme for the years 2021-2022.
- Implementation Programme for 2023-2025.
- Implementation Programme for 2026-2028.

Implementation Programme for the years 2029-2030. Apart from the contribution to the RIS Mazovia 2030 consultation process and thereby directly shaping its strategic objectives, the **RIS Implementation Programme 2021-2022** will be impacted through the activities and recommendations proposed under the regional action plan (RAP) developed under the START EASY project as described in the remainder of this document. These activities which will be formally included in the policy instrument in its revision foreseen in 2022. In concrete, a Thematic Task Area (TTA) will be included in the Implementation Programme following our Regional Action Plan (RAP): **The Promotion, training, and provision of supporting activities for substantive staff and local authorities of LGUs, aimed at promoting innovative solutions in public administration focused on creating OSS or creating and introducing new services to the existing OSS.** This Thematic Task Area has three main objectives:

- (1) the promotion of innovative solutions in public administration.
- (2) the provision of knowledge and know-how on the creation of OSS in the Mazowiecki Region.
- (3) creating and developing additional services to existing OSS.

These objectives will be achieved through the following activities outlined in our regional action plan:

- webinars / information meetings for local government units.
- workshops for local government units.
- consultations for local government units.
- study Visits in OSS Warsaw.

Due to the fact that the RIS Implementation Programme 2021-2022 is about to end, we plan to introduce the Thematic Area Task also to the RIS Implementation Programme 2023-2025, what

means that it will be impacted also through the activities and recommendations proposed under the regional action plan (RAP) developed under the START EASY project.

2.1 Background and challenges

According to the NUTS classification, the Mazowieckie Voivodeship is divided into two statistical sub-regions PL91 - Warszawski Stołeczny and PL92 - Mazowiecki Regionalny. The huge disproportion of development within the region is reflected in Eurostat reports (Feb. 2019), where separate data for both statistical sub-regions were provided (GDP per capita at purchasing power parity in relation to the EU average). The report shows that Warsaw ranks 19th position among 281 European regions, while Mazovia ranks 222nd position. The difference in the development level across these two sub-regions contributes to the loss of qualified labour force due to emigration and brain drain, especially in rural and peripheral areas, and as a result, exacerbates the uneven distribution of GDP per capita. It is the main reason of the backwardness of the Mazowiecki Regionalny Region around new technologies, digitalization, entrepreneurial skills.

In Mazovia, there are currently over 907k registered SME entities (SMEs are 99.89% of all entities registered in Mazovia), most of them registered in the Warszawski Stołeczny region. The Mazovia region hosts many start-ups and accelerators from different fields, as well as institutions offering support services. Most of business environment institutions are mainly concentrated in and around Warsaw, which shows the tendency connected to business attractiveness of this sub-region. Although the whole Mazovia region benefits from the concentration of capital in Warsaw and its surroundings, there are regional disparities not only as concerns the concentration of wealth, but also the business support ecosystem available to start-ups in the different sub-regions. In particular, the Mazowiecki Regionalny does not offer sufficient support structures - the presence of Business Environment Institutions (BEI) is not enough to encourage community to build their own system.

The phase I of START EASY project has been characterized by an intensive peer learning and knowledge transfer process, during which all project partners had the possibility to exchange good practices and get inspirations through the organization of study visits, project meetings, regional stakeholder group meetings and interregional thematic workshops (ITWs). Through the process of mutual evaluation and an intensive process of transfer of knowledge, each partner has identified a specific topic on which it will focus in the second phase of the project (out of the 11 topics proposed and discussed in the first phase of the project). Mazovia Development Agency S.A. will focus on improving new services - One Stop Shop - Local competitiveness.

During the presentation of good practices by other project partners such as the Catalan OSS and "Business Projects" office in Metropolitan City of Bologna, we noticed a huge impact on the development of entrepreneurship in the region derived from innovative solutions deployed in public administration. In connection with large disproportion between NUTS regions - PL92 (Mazowiecki

Regionalny) and PL91 (Mazowiecki Stołeczny) and the limited OSS in municipalities of Mazowiecki Regionalny Region, the project inspired us to introduce OSS type of solutions to meet the challenges faced by the region.

A main inspiration informing our regional action plan (RAP) are the good practices from Catalonia and Bologna, as well as the insights gathered within the Interregional Thematic Workshops conducted with all partners and external experts, which influenced our proposal to promote uniform OSS standards to the local government units (LGU) of the NUTS PL92 region.

The Regional Action Plan is the result of a thorough process of exchange and adaptation of emerging concepts, practices and solutions targeted to the realities of the Mazovia region and its political framework. **The activities foreseen in the Regional Action Plan aim at improving - in a regional and local context - public services supporting entrepreneurship and at strengthening the tools that can facilitate the entry of new companies into the market.**

It is important to note that during the drafting of this current regional action plan, the RIS Implementation Programme change has been consulted with the Office of the Marshal of the Mazowieckie Voivodeship. In the second half of 2022, activities foreseen in RAP will be included as Thematic Task Area to RIS Implementation Programme 2021-2022 and later to the RIS Implementation Programme 2023-2025. With the start of Phase II of the project, the concrete implementation of all activities foreseen will be initiated. We also anticipate that activities such as consultations and study visits will continue to be provided to interested LGUs after Phase II of the project.

3 Part III – Details of the actions envisaged

3.1 ACTION

Name of the action:

Promotion, training, and the provision of supporting activities for substantive staff and local authorities of local government units (LGUs), aimed at promoting innovative solutions in public administration focused on creating OSS, or creating and introducing new services to the existing OSS.

3.1.1 Relevance to the project

The first phase of the project, and exchange of experiences that took place, provided the opportunity to learn about good practices on OSS from all project partners and to collect stimuli to improve our local state of play. During the interregional learning events, we developed a shared knowledge regarding several critical issues.

The table below highlights concrete inspirations and its source, a short description of the lesson learnt, and the elements of knowledge transferred to the Action Plan:

Inspiration's name	Source / Origin	Lessons learned	Knowledge elements transferred in the Action Plan's activities
CATALAN OSS system	Good Practice Ministry of Catalonia (LP)	<ul style="list-style-type: none"> Implementation of uniform entrepreneurship-oriented One Stop Shop (OSS) in 97% of the city councils Implementation of the Law 16/2015 of simplification by the Ministry of Catalonia 	Transfer of uniform standards through the creation of a uniform program for all LGUs aimed at promoting the idea of OSS; raising awareness among stakeholders; transferring uniform knowledge and standards
"Business Projects" office	Good Practice Metropolitan City of Bologna (LP)	<ul style="list-style-type: none"> Advisory role of the Office 	Transfer of advisory role by combining the OSS services with the services of business environment institutions to ensure SMEs access to a comprehensive range of development services

<p>Improving new services for different models of One Stop Shops.</p>	<p>Interregional Thematic Workshop All PPs</p>	<ul style="list-style-type: none"> • Different models of OSS • OSS's stakeholders mapping methodology • OSS standards criteria • OSS evaluation criteria 	<p>Transfer of methodology for conducting workshops and development of consultation topics for LGUs</p>
<p>Centre of Entrepreneurship Smolna (CES) - Municipality of Warsaw.</p>	<p>Good Practice PP6's Regional Stakeholder</p>	<ul style="list-style-type: none"> • Structure of the CES and methods of financing activities aimed at entrepreneurs. • Use of the intrinsic institutional, technological, financial and human resources as particularly important to enabling / facilitating the successful implementation of the OSS in the different models 	<p>Transfer of knowledge and experience of CES to the programming of workshops and consultations, including the preparation of study visits for local government units at CES</p>

Inspiration from Spanish Partners

Our main inspiration was the CATALAN OSS system presented at the kick off meeting in Barcelona. Within this system, the entrepreneurship oriented One Stop Shop (OSS) model has been developed and implemented in 97% of the city councils. Particularly inspiring for us was the implementation of uniform rules of service provision to entrepreneurs in the whole region, which translated into the idea of creating and working out recommendations for the Mazowieckie Voivodeship on how to build OSS based on its own available resources and commune characteristics. In Catalonia, the introduction of the OSS system was facilitated by the implementation of relevant laws by the Ministry of Catalonia (Law 16/2015 of simplification). In the case of Mazovia and Poland, law giving competency rests with the national government. Hence, our Action Plan focuses on the creation of a uniform program aimed at raising awareness and sensitization of relevant policy makers (local government units, LGUs), including workshops aimed at assessing local government unit's needs and resources; the provision of appropriate knowledge and assistance in implementing OSS in their respective units, and increasing the competences of OSS employees. This uniform program will be presented successively to other municipalities/communes that will be encouraged to create OSS or expand their service portfolio with the usage of similar methodology and tools.

Inspiration from Italian Partners

Another inspiring good practice has been the “Business Projects” office in Metropolitan City of Bologna. This good practice shares similarities with our good practice – the Warsaw Centre for Entrepreneurship. The fact that the “Business Projects” office performs an advisory role while being a public administration office has been particularly interesting. There is a great potential to learn how to build a public office performing an advisory role, which takes responsibility for its decisions, and to adequately train human resources in such an office.

We are aware of the fact that this model cannot be transferred one to one in every city / town in Mazovia, given the different financial resources available to local government units. In addition, significant upskilling measures are required to train employees to provide appropriate knowledge to entrepreneurs. Furthermore, civil servants will need to be equipped with the necessary authorization to provide personalized advice/counselling that goes beyond the simple provision of information.

It should be stressed that a civil servant in Poland - as a public servant - is not allowed to advise an entrepreneur, which means that other models of cooperation when offering such services in OSS will need to be implemented, which alienates from the best practice examples we have seen from the partners (e.g. City of Bologna). However, the very fact of creating such a service in Bologna caught our attention and made us realize that these activities are needed in Mazovia as well. Inspired by the Bologna model and adapting to the regional conditions of the voivodeship, we focus on the solution assuming the use of such an OSS, which could come as a combination of OSS services offered jointly with the services of business environment institutions and thereby ensuring access to a comprehensive range of development services (e.g. provided by regional economic development animators or business environment institutions in charge of the development of entrepreneurship and innovation). The role of Business Environment Institutions (BEI) is defined in the Regional Innovation Strategy for Mazovia until 2030 and its significance in the functioning of the entire ecosystem was expressed in the need to increase its activity and participation in the provision of services for entrepreneurship. This has been expressed in the RIS Mazovia 2030 Strategy under **Objective 3.8. Increasing activity of BEI in terms of providing professional services supporting innovation in the Mazowiecki Regionalny region**, including, inter alia, the development of a system of accreditation of BEI.

Inspiration from Interregional Thematic Workshop on "Improving New Services for Different One-Stop Shop Models"

Based on the achievements of the Interregional Thematic Workshop on "Improving New Services for Different One-Stop Shop Models" held in October 2019, and the recommendations developed with partners, we were intrigued to use this knowledge in building a regional OSS system. It is important, however, to consider an OSS solution as an organizational form in a broader sense. Running an OSS requires a defined organizational structure, stakeholder identification, and a portfolio of tasks. From a management perspective,

an OSS also requires the allocation of resources - financial, human, technological, infrastructural, amongst others.

Standards can be used by local/regional authorities to create and map all OSSs providing business services in a geographical area and to assess whether they meet minimum standards in providing integrated services to their customers. With standards, local/regional authorities can maintain all OSSs that meet the criteria and motivate them to improve certain aspects in order to provide quality services.

The outcomes of the workshop included not only the exchange of knowledge and experience between partners and joint work on individual issues regarding the development of new services or enhancing available service portfolios for different OSS models but led to concrete policy recommendations that informed our action plan. Based on this document, a program of workshops and consultations for local government units will be created, during which participants will be able to obtain knowledge about different models of OSS, the OSS's stakeholders mapping methodology, OSS standards criteria, OSS evaluation criteria and practical tips to create new OSS or enhance the service portfolio of existing OSS.

Inspiration from Centre of Entrepreneurship Smolna (CES) - Municipality of Warsaw

In the Mazovia region, we identified **Centre of Entrepreneurship Smolna (CES)** as a good practice. This Centre is an OSS not only for people who want to start a business, but also for those who want to expand an existing one or look for support. The CES is also a business incubator and offers training and educational services, as well as business, financial and legal advisory. The challenges tackled by the CES are closely connected to the challenges identified in our region, namely the lack of support provided to entrepreneurs by public entities to setting up and running a business.

The CES incubator is a 100% public undertaking, financed only with public and EU money. It connects feats of private incubators with feats offered by public district offices, i.e. not only can a person run a company/participate in entrepreneurs-oriented workshops, but can also submit a form to register a sole proprietorship. It further offers support in a form of grants to the winners of the CES' acceleration programmes, which are held annually. It is also an OSS that offers information on various initiatives dedicated to SME support. The CES guarantees that the clients will also be equipped with essential knowledge on both public and private free-of-charge trainings, workshops, lectures, networking meetings, acceleration programs and other events. It links local stakeholders, cross-promotes stakeholders' entrepreneurs-oriented initiatives and encourages stakeholders to do the same. Embedded within the public structures of the Warsaw City Hall, it uses tools common for private entities.

The way the CES operates, its business model, and the methods deployed by the centre for the financing activities aimed at entrepreneurs, is an extremely important example for our region and can be used by other LGUs to create similar OSS models. The application of the relevant institutional, technological, financial and

human resources are considered particularly important to enable/ facilitate the successful implementation of the OSS offered within the different models.

3.1.2 Nature of the action

The proposed Action aims to support the implementation of the Strategic Objectives of the Regional Innovation Strategy for Mazovia 2030 dedicated to the promotion and implementation of innovative solutions in public administration (linkage with *Regional Innovation Strategy for Mazovia until 2030 - Strategic Objective 2.5. Promotion of implementation of innovative solutions in public administration units and scientific institutions*) and reduce the differences between the NUTS regions of Warsaw Capital and Mazowieckie Regional (NUTS PL91 and PL92). The **planned activities to achieve this are aimed at raising awareness and sensitizing the staff of the regional administration involved in the implementation of RIS** to the problems accompanying the process of setting up companies and for the needs of entrepreneurs. They will further offer pathways to key stakeholders, including public authorities, to offer such solutions. A necessary step is the regular education and encouragement of local public administration to actively build services for entrepreneurs. It will be crucial to share the knowledge on possible types of OSS that are targeted to the LGU's characteristics and its needs, as well needs of the entrepreneurs. An equally important task is to guide local authorities through the process of mapping stakeholders and how the service offer responds to their needs. A set of recommendations on how to perform a self-evaluation on OSS standards was developed during the Interregional Thematic Workshops with the participation and contribution of all project partners. This set of recommendations is providing a clear pathway for territorial government units on how to build a new OSS or to evaluate an existing one and improve their services.

Recommendations and standards for building OSS and servicing entrepreneurship developed under the START EASY project will be presented to local self-government units. Local authorities will be sensitized to the needs of entrepreneurs, receive knowledge about the benefits of building the OSS and guided along the way to the implementation of the OSS.

The proposed action focuses on the practical transfer of knowledge, including:

- how to map relevant stakeholders.
- how to determine what type of OSS to choose, considering information such as resources available, possible expenses and their amount, etc.
- the type of services included in the OSS (including new services or change to existing service offers).
- how to perform a self-evaluation of existing OSS.

During the workshops and consultations, LGUs, together with the MDA's experts, will analyse their situation, jointly map stakeholders, and discuss potential new services under their existing OSS or receive support to develop an OSS. To complement the knowledge provided by MDA experts, we will organize study visits for interested LGU in OSS Warsaw – Centre of Entrepreneurship Smolna (CES). During these study visits, local government units will be able to obtain details on the methods of financing the activities of OSS

and individual OSS services. All these activities will eventually contribute to supporting entrepreneurship in the region and bridging the gap between NUTS PL91 and PL92.

Prior to the actions outlined in our regional action plan (RAP), changes to the key document related to the Strategy - the Implementation Programme- have already been introduced in March 2022 and will end with Phase I of the START EASY project (no later than in July 2022). The activities envisaged in the RAP will be included as a Thematic Task Area in the RIS Implementation Program 2021-2022.

The activities outlined in our RAP under the title “**Promotion, training, and the provision supporting activities for substantive staff and local authorities of LGUs, aimed at promoting innovative solutions in public administration focused on creating OSS or creating and introducing new services to the existing OSS**” are divided into the following types of activities:

- **Webinars / information meetings for local government units** - promoting the knowledge on OSS and presenting the benefits of OSS implementation in the commune / city. These webinars / information meetings will cover general knowledge of OSS and standards and will be conducted for local authorities such as management staff (e.g., mayor, president etc.) to raise awareness and sensitize them to the needs of entrepreneurs.

Description: The measure foresees the organization of a series of meetings dedicated to representatives of local authorities and public sector employees. The subject matter will include an introduction to the issue of creating and developing OSS, creating services for SMEs and start-ups, promoting the knowledge about OSS, and presenting the benefits of OSS implementation in the commune / city. These webinars will cover general knowledge of OSS and standards and will be conducted for local authorities such as management staff such as the mayor, president etc. The activity will be implemented with the participation of experts and specialists.

Planned number of meetings: 2

Planned number of participating LGUs: minimum 20 LGU

Time: Due to the nature of the target group (representatives of local authorities), the organizer allows flexibility in terms of frequency of meetings. However, they will be carried out within maximum 10 months during Phase II of the project.

Organizer: Mazovia Development Agency Plc

Expected impact: The expected impact includes the improvement of the level of local administration's knowledge in the field of creating and developing OSS and the inclusion of new services. It will contribute to the dissemination of information on the relevance of creating OSS for supporting business activity, and thereby, its effectiveness and competitiveness.

- **Workshops for local government units** - during the workshop, interested LGU will receive practical knowledge on how to map stakeholders, how to determine what type of OSS to choose, considering information such as resources available, possible expenses and their amount, etc, which services to include in the OSS portfolio, what new services to introduce or how to change the existing ones, or how to do the self-evaluation of existing OSS. These workshops will be directed at the substantive staff of local government units, but also open to the management staff. Any number of people from the substantive staff may apply for participation in workshops and meetings.

Description: The measure foresees the organization of a series of workshops dedicated to representatives of local authorities and public sector employees. The subject matter will include a detailed, practical knowledge related to how to map stakeholders, how to determine what type of OSS to choose, considering information such as resources available, possible expenses and their amount, etc, which services could be included in their respective OSS, what new services to introduce or how to change the existing ones, or how to do the self-evaluation of existing OSS. These workshops will be directed at the substantive staff of local government units, but open to the management staff and the local authorities. During the workshops, it is planned to work in groups, with municipalities interested in improving their services or creating an OSS. Participants will be able to identify their stakeholders and go through the self-evaluation process (based on the ITW Recommendation Paper).

Planned number of workshops: minimum 1

Time: Due to the nature of the target group (substantive staff and local authorities), the organizer allows flexibility in terms of frequency of meetings. However, they will be carried out within maximum 10 months during Phase II of the project.

Organizer: Mazovia Development Agency Plc

Expected impact: The expected impact includes the dissemination of good practices from other regions, the OSS mapping methodology and guiding local authorities through the process of mapping stakeholders and identifying their needs. During the workshops, a set of recommendations on how to do a self- evaluation of the OSS standards shall be provided. The action will contribute to the improvement of the level of local administration's knowledge in the field of creating and developing OSS and the inclusion of new services. It will also increase the competences of substantive staff and local authorities.

- **Consultations for local government units** - during consultations, MDA experts will accompany interested communes in the process of building OSS, provide best practices related to the standards of business services, will jointly analyse their situation, map stakeholders, and discuss potential new services under the OSS, or will go through the building of the OSS with our support. These consultations will be directed at the substantive staff of local government units, but also open to the

management staff. Any number of people from the substantive staff may apply for participation in workshops and meetings.

Description: The measure foresees the organization of a series of individual consultations dedicated to representatives of local authorities and public sector employees (substantive staff). The subject matter will include a detailed support and information provision on how to create and develop OSS, and to create services for SMEs and start-ups. During consultations, MDA experts will accompany interested communes in the process of building OSS, provide best practices related to the standards of business services, will jointly analyse their situation, map stakeholders, discuss potential new services under the OSS or will go through the building of the OSS with our support. These consultations will be conducted in particular for the substantive staff of local government units, but also for those willing from the management staff. Any number of people from the substantive staff may apply for participation in workshops and meetings. The activity will be implemented with experts.

Planned number of consultations: minimum 2

Time: Due to the nature of the target group (substantive staff), the organizer allows flexibility in terms of frequency of meetings. However, they will be carried out within maximum 10 months during Phase II of the project.

Organizer: Mazovia Development Agency Plc

Expected impact: The expected impact includes higher levels of expertise by local authorities in the process of creating OSS. Via individual consultations and group consultations with MDA's experts, the improvement of the level of local administration's knowledge in the field of creating and developing OSS and inclusion of new services will be achieved. Furthermore, the competences of substantive staff and local authorities will be enhanced, which will contribute to an improved quality of services provided by local government units.

- **Study Visits in OSS Warsaw – Centrum Przedsiębiorczości Smolna** - during such a study visit, local government units will be able to obtain details on the methods of financing the activities of OSS and individual OSS services. These study visits will be directed at the substantive staff of local government units, but also open to the management staff. The participation in workshops and meetings will be offered to an unlimited number of participants.

Description: The measure foresees the organization of a series of individual study visits dedicated to representatives of local authorities and public sector employees (substantive staff), in person or online. During study visit, local government units will be able to obtain details on the methods of financing the activities of OSS and individual OSS services. These study visits will be directed at substantial staff from local government units, but also the management staff.

Planned number of study visit: minimum 1

Time: Due to the nature of the target group (substantive staff), the organizer allows flexibility in terms of frequency of meetings. However, they will be carried out within maximum 10 months during Phase II of the project.

Expected impact: The expected impact includes higher levels of support provided to local authorities in the process of creating OSS. Via exchange of the knowledge with experienced OSS, it will contribute to the improvement of the level of local administration's knowledge in the field of creating and developing OSS and inclusion of new services. Furthermore, the competences of substantive staff and local authorities will be enhanced, which will contribute to an improved quality of services provided by local government units.

- **Information dissemination etc.**

Description: The measure provides for using websites, internet portals and social media of the involved entities (MDA, The Office of the Marshal of the Mazowieckie Voivodeship in Warsaw), including local government units, in order to inform about current events, meetings, workshops and to encourage next LGUs to step into the process of creating OSS or creating/improving services in existing ones.

Expected impact: The expected impact includes wider levels of dissemination of information about planned activities related to OSS and encouraging the LGUs to participate in the process. Furthermore, it will lead to wider levels of dissemination of information on the relevance of creating OSS for supporting business activity, and thereby, its effectiveness and competitiveness.

For many local government units, the implementation of OSS and related service provision to entrepreneurs may entail a significant expansion of the portfolio of services addressed to entrepreneurs. Due to the frequent lack of possibilities to finance OSS in its full form (e.g. the OSS in Warsaw - Smolna Entrepreneurship Centre), local government units will be supported to develop targeted models that are aligned with available resources (human and financial) building on a combination of knowledge and human resources from BEI, other public entities and available governmental sites.

As described in the previous section, there is a visible need to fill gaps in local administration's services around the creation and development of OSS in the Mazowiecki Regionalny region.

During the course of the START EASY project, a feasible action strategy has been worked out, using the existing tools and potential of the entities involved in the project.

It also needs to be emphasized that the developed RAP will be formalized through its official inclusion in several high-priority documents, such as:

- **The RIS Implementation Programme for 2021-2022** - this is an implementation document taking into account all identifiable actions that are part of the RIS 2030 objectives or in line with the smart specialisation, also implemented outside the Department of Regional Development and European

Funds of the Office of the Marshal of the Mazowieckie Voivodeship in Warsaw. The implementation programme is adopted by a resolution of the Board of the Mazowieckie Voivodeship and can be used in working contacts, among others with the representatives of the European Commission, governmental administration, and members of working groups on smart specialization.

- **Plan of Economic Promotion of the Mazowieckie Voivodeship in the Country and Abroad for 2022.**
- **Annual Activity Plan of the Mazovia Development Agency Plc for 2022 and 2023.**
- **The RIS Implementation Programme for 2023-2025.**

With the initiation of work on the Regional Action Plan, changes to the key document related to the Strategy - the Implementation Programme – have been discussed and agreed upon with the Office of the Marshal of the Mazowieckie Voivodeship. In the second half of 2022, the activities envisaged in the RAP will be included as a Thematic Task Area in the RIS Implementation Program 2021-2022. The Plan of Economic Promotion of the Mazowieckie Voivodeship in the Country and Abroad for 2022 will be updated in the third quarter of 2022, while the other two documents will be updated by the end of the year. With the start of Phase II of the project, the implementation of the different activities under our RAP will be initiated (regardless of the update status of other documents).

In brief, the expected results of the action plan are the following:

- Improvement of the level of local administration's knowledge in the field of creating and developing OSS and inclusion of new services.
- Increasing the competences of substantive staff and local authorities.
- Dissemination of information on the importance of creating OSS for supporting business activity and ensuring its effectiveness and competitiveness.
- Dissemination of good practices from other regions and OSS mapping methodology.
- Guiding local authorities through the process of mapping stakeholders and identifying their needs.
- Providing a set of recommendations on how to do a self- evaluation of the OSS standards.
- Supporting local authorities in the process of creating OSS.
- Improving the quality of services provided by local government units.

The activities foreseen under this action are summarized in groups appropriate to their nature. It should be emphasized that each of these activities are complementary to each other and that when fully carried out, will support the achievement of our goal of opening a new OSS or creating or improving the service under the existing OSS in a long-term perspective.

3.1.3 Stakeholders involved

- **Mazovia Development Agency Plc** - organizer and coordinator of all activities; responsible for the identification of target groups, recruitment, distribution and publication of information materials and all other activities necessary for the implementation of the action plan.
- **The Office of the Marshal of the Mazowieckie Voivodeship in Warsaw** - co-organiser
- **Interested local government units** from Mazowieckie Voivodeship (communes, cities, districts etc.)

3.1.4 Timeframe

STEP 1: Pre-action: changes to the key document related to the Strategy, which is the Implementation Programme, were firstly introduced in March 2022 and will end with Phase I of the START EASY project (no later than in July 2022). The activities envisaged in the RAP will be included as a Thematic Task Area in the RIS Implementation Program 2021-2022.

STEP 2: Implementation of RAP's activities as the goal of the Thematic Task Area: Due to the nature of the target group (representatives of local authorities), the organizer allows flexibility in terms of frequency of meetings. However, they will be carried out within **maximum 10 months during Phase II** of the project. We allow the possibility that some of the activities will be carried out in parallel. An illustrative timeframe is presented in the table, where "X" marks the planned quarter for the organization of the event. If there is more than one "X" for one event, it means that it can be carried out over a longer period of time.

	6 th semester of I Phase	I quarter of II Phase	II quarter of II Phase	III quarter of II Phase	IV quarter of II Phase
Pre-action	X				
Webinar 1		X	X		
Webinar 2		X	X		
Workshop			X		
Consultation 1			X	X	X
Consultation 2			X	X	X
Study Visit			X	X	X

3.1.5 Indicative costs

Activities will be implemented as part of the ongoing operations of the Mazovia Development Agency Plc and will be entirely financed from the Agency's budget.

3.1.6 Indicative funding sources

This activity does not require additional funding and will be carried out within the current activities of Mazovia Development Agency Plc.

Date: _____

Signature: _____

Signature(s) of representative of the relevant organisation(s): _____