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Prepared by Krakow University of Economics

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Local Action Plan Package

Region	*Małopolska, Poland*
Regional ISIHUB Lead	The Municipality of Krakow (MoK) - Regional ISIHUB Lead during the project supported by KUE Krakow University of Economics (KUE) - Post-project host of ISIHUB Małopolska
Prepared by	*Krakow University of Economics*
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Purpose of this template

The Local Action Plan Package (LAPP) translates the Joint Strategy Agenda (JSA) into region-specific action. It captures action lines, cooperation arrangements and continuation pathways at whatever level of maturity they have reached. Some elements may already be confirmed; others may still be under discussion or potential opportunities.

The LAPP is developed for a five-year period and reviewed annually.

1 Strategic Positioning

1.1 Regional rationale

Małopolska is one of the most dynamically developing regions in Poland, with Krakow serving as its main economic, academic, and innovation centre. The region's economy is based on global business services (BPO/SSC), advanced technologies (IT and life sciences), tourism and manufacturing. However, the benefits of this dynamic development are not distributed evenly across the region: approximately half of its inhabitants live in rural areas, and access to entrepreneurship support decreases with increasing distance from Krakow. Within this generally favourable environment, women, migrants - primarily the Ukrainian community that has settled in the region since 2022 - people aged over 55, international students, and young people remain underrepresented among those starting their own businesses. Their lower levels of entrepreneurial activity do not result from a lack of ideas or potential, but rather from barriers that hinder their ability to realise this potential. External barriers include, above all, administrative requirements related to starting a business, financial difficulties and limited access to capital, language barriers in the case of migrants, and persistent stereotypes. Internal barriers include a lack of local networks, low self-confidence and fear of failure, and limited knowledge of business models and digital tools. These barriers were identified during regional ISIHUB Małopolska meetings[1] and were further confirmed through applications submitted to the pilot actions implemented as part of the TASK4ISI project. Although Małopolska has numerous institutions supporting entrepreneurship and offering a wide range of advisory and training services, the available support remains fragmented and is not always tailored to the diverse needs of missing entrepreneurs. Moreover, not all groups considered missing entrepreneurs fall within the traditionally defined target groups of individual support instruments, including those developed in the field of the social economy, which may limit their access to appropriate forms of support. Research conducted at the regional level points to the need to better tailor support to the diverse needs of beneficiaries and to strengthen cooperation among the institutions and organisations that make up the regional support ecosystem[2]. This points to a broader gap in public policies supporting entrepreneurship and innovation, related to the fragmentation of activities across different intervention areas and organisations and to insufficient coordination between labour market, entrepreneurship, education, innovation and social economy policies[3].

[1] N. Laurisz, *Bariery rozwoju przedsiębiorczości inkluzywnej w Małopolsce. Raport z warsztatów przeprowadzonych metodą World Café w ramach spotkania interesariuszy ISIHUB Małopolska* [*Barriers to the Development of Inclusive Entrepreneurship in Małopolska. Report from World Café Workshops Conducted as Part of an ISIHUB Małopolska Meeting*], Kraków 2025.

[2] Raport o stanie ekonomii społecznej w Małopolsce oraz realizacji działań zaplanowanych w rocznym planie działania dla ekonomii społecznej na 2024 r. [*Report on the State of the Social Economy in Małopolska and the Implementation of Activities Planned in the Annual Action Plan for the Social Economy for 2024*], Załącznik nr 1 do Uchwały nr 3/2025 Małopolskiego Komitetu Rozwoju Ekonomii Społecznej z dnia 4 kwietnia 2025 r.

[3] *Inclusive Entrepreneurship Policy Assessment - Country Notes: Poland*, OECD 2025.

An important source of experience informing the development of the LAPP (Local Action Plan Package) was also the range of activities implemented in Małopolska under the TASK4ISI project between 2024 and 2026. These included the pilot actions - the Business Skills Programme and the Business Matchmaking Programme - which aimed to develop the entrepreneurial competences of migrants and seniors, with particular attention given to women, and were delivered in a bootcamp format. Another important element was the establishment of ISIHUB Małopolska within the project, which served as a regional platform for cooperation and cross-sectoral dialogue. These activities confirmed that the development of inclusive entrepreneurship requires both direct, and appropriate support for people with untapped entrepreneurial potential and cooperation among organisations with complementary competences and resources. They also highlighted the need to better connect the needs of missing entrepreneurs with existing support instruments and to strengthen dialogue among institutions and organisations operating in the fields of entrepreneurship, the labour market, innovation, education and the social economy, so that available measures and support instruments can be better tailored to the needs of these groups.

In response to the conditions outlined above and the conclusions drawn from the implementation of the TASK4ISI project, the objective of this LAPP is to translate the priorities of the Joint Strategy Agenda (JSA) into an operational action plan tailored to the specific context of Małopolska. The LAPP combines direct support for the development of the entrepreneurial competences of missing entrepreneurs with strengthening the capacity of the regional ecosystem to identify their needs, make better use of available resources, and adapt support instruments and public interventions to their specific circumstances.

Unlocking and strengthening the entrepreneurial activity of missing entrepreneurs can generate both economic and social benefits. From an economic perspective, it can contribute to the creation of new businesses, business ideas and suppliers, particularly in areas related to the region's smart specialisations. From a social perspective, it can contribute to greater economic independence, increased opportunities to generate one's own income, the development of social and professional networks, and the creation of positive role models of entrepreneurial activity for people in similar situations.

1.2 JSA priorities advanced

The LAPP focuses primarily on advancing two priorities identified in the JSA: Priority 2 (*Build skills and capabilities through low-threshold learning*) and Priority 3 *(Make support systems navigable through ISIHUB intermediaries*). The selection of P2 and P3 as the main priorities is based on the diagnosis of the regional situation in the areas of entrepreneurship, innovation and social economy support, and above all on the experience gained by the Municipality of Krakow (MoK) and KUE during the implementation of the TASK4ISI project in Małopolska.

The relevance of Priority 2 for Małopolska is confirmed by the evaluation results of the pilots implemented under the Business Skills Programme and the Business Matchmaking Programme, targeting migrants and seniors and delivered in Małopolska in 2025–2026. The evaluation

showed that participant retention in the training programmes depended not only on the content of the support offered, but also on the way it was organised. The bootcamp format combined a change in the organisation of the sessions, delivered within a shorter and more concentrated timeframe, with a change in the way participants worked - moving away from a traditional training format towards workshop-based and interactive sessions built around active learning and work on participants' own business ideas. This approach reduced the burden associated with time commitments, travel and the practical organisation of participation in the programme. In the case of free-of-charge training, the main barrier for participants was not the direct financial cost, but rather the opportunity cost of participation, related primarily to working time and time devoted to care responsibilities. A more concentrated organisation of the learning process helped reduce this cost, facilitating participation by people whose personal, professional or family circumstances limited their time availability. The bootcamp format also addressed two other gaps identified in the JSA in relation to migrants, seniors and women: limited practical business skills and low self-confidence and sense of agency. The format of the sessions, based on teamwork, the exchange of experience and learning by doing, enabled participants to develop concrete business skills while strengthening their self-confidence and sense of agency through work on their own entrepreneurial ideas.

The LAPP's focus on Priority 3, in turn, stems from the experience of ISIHUB Małopolska as a regional platform for cooperation and cross-sectoral dialogue. ISIHUB was led by MoK as the Lead, responsible for partner engagement and organisational matters, in cooperation with KUE as the operational partner, responsible for substantive and programme-related matters. ISIHUB established cooperation with regional stakeholders representing public administration, academia, business support institutions and social organisations. These activities supported the dissemination of the concept of inclusive entrepreneurship, the exchange of knowledge and experience, and mutual learning. These experiences demonstrated the value of ISIHUB as a platform for cooperation and knowledge exchange among organisations and institutions operating across different areas of the regional ecosystem. They also provide a basis for developing the role of ISIHUB as an intermediary, facilitating the flow of information, connecting actors with complementary resources and supporting better use of existing forms of support for missing entrepreneurs. The LAPP builds on these experiences by further developing this function of ISIHUB. On the one hand, ISIHUB can help missing entrepreneurs navigate and access existing forms of support; on the other, it can facilitate information exchange and cooperation among institutions and organisations providing support in the region. In this way, the LAPP's activities directly contribute to the implementation of Priority 3.

The remaining JSA priorities are addressed by the LAPP to a more limited extent. Priority 1 *(Lower the financial and administrative threshold*) is addressed indirectly by facilitating missing entrepreneurs' access to information and helping them navigate the existing support system. As indicated in the JSA, access to finance depends not only on the availability of appropriate instruments, but also on awareness of them and the ability to access and use them. In this respect, the implementation of P1 is closely linked to Priority 3. The LAPP therefore focuses on increasing awareness of available forms of financial support and, where appropriate,

directing participants to the relevant institutions, rather than creating separate financial instruments.

Priority 4 (*Reach across territories through hybrid delivery*) is also addressed only partially and remains an area requiring further development. The pilots were delivered in Krakow, while recruitment was carried out through channels with regional reach. As the available data do not allow for a full assessment of participation by people from outside the Krakow Metropolitan Area, an appropriate indicator has been proposed in Section 4.1, and progress in implementing P4 will be subject to annual review in line with the arrangements set out in Section 5.1.

1.3 Implementation logic

The action lines proposed under the LAPP directly build on the experience gained from two pilots implemented by ISIHUB Małopolska in 2025–2026. A detailed description of the solutions tested, the lessons learned from their implementation, and the tools supporting their adaptation and replication is provided in the Toolkit for Inclusive Entrepreneurship.

Action line A1, building on the experience of the Business Skills Programme, addresses the need to develop practical business skills and support participants in working on their own business ideas. Action line A2, based on the experience of the Business Matchmaking Programme, complements this component through mentoring, networking and contact with the business environment. Together, the two Action Lines form successive and complementary stages of the same intervention logic: A1 strengthens participants' skills and readiness to engage in entrepreneurial activity, while A2 supports the practical application of these skills through relationship-building, access to knowledge and individualised support. The Business Skills Programme represents the stage of skills development and preparation for further activity, while the Business Matchmaking Programme supports participants' further development and their engagement with the wider business environment. In the pilots implemented in 2025–2026, the two programmes targeted different groups, which resulted from the recruitment schedule rather than from different assumptions underlying the intervention model. As both pathways address the same target groups and correspond to successive stages of the entrepreneurial development process, they have been incorporated into a single action plan rather than treated as two separate interventions.

The lessons learned from the pilots were directly incorporated into the design of the LAPP. First, the intensive and concentrated format of the activities reduced barriers to participation and has therefore been retained in the proposed model. Second, individualised support proved to be an important factor contributing to the outcomes achieved and is therefore treated in the LAPP as an element requiring dedicated resources, rather than solely as an in-kind contribution from partners. Third, the absence of a systematic mechanism for recording participant referrals to the institutional support system was identified as the weakest link in the participant journey and is therefore addressed through a separate recommendation presented in Section 2.2.

However, action lines A1 and A2 did not cover the entire participant journey. They are preceded by activities aimed at outreach and recruitment, while, following participation in the programme, it is important to refer participants to institutions and organisations that can provide further support appropriate to their needs. The table below therefore presents the full participant journey tested during the pilots, covering five stages from the first contact with a person from the target group to the completion of their participation in the programme, together with an assessment of how the individual stages functioned. The LAPP retains this overall structure while introducing changes in two areas that, based on the experience gained from the pilots, require further development. These concern the introduction of an initial needs assessment and the systematic recording of referrals to ecosystem support institutions (stages 2 and 5). Recommendations concerning these changes are presented in Sections 2.2 and 4.2.

Stage	Content	Pilot status and implications for future implementation
1. Outreach and recruitment	Open recruitment supplemented by channels of organisations supporting the target groups	Tested; demand exceeded the places available, so the same recruitment channels will be used
2. Initial needs assessment	Identification of participants' specific needs and starting level	Identified as a gap, in participant feedback and at ISIHUB Małopolska coordination meetings; an initial needs assessment survey is to be introduced
3. Business Skills Programme	20 hours of group training and 10 hours of a module tailored to the target group	Tested; completion rate 79%; format to be kept
4. Business Matchmaking Programme	20 hours in the format of a facilitated hackathon and 10 hours of mentoring	Tested; satisfaction 95% positive ratings; format to be kept
5. Referral to ecosystem support institutions	Referral to the Public Economy and Administration Foundation – leader of the Małopolska Social Economy Support Centre (*Fundacja Gospodarki i Administracji Publicznej – lider Małopolskiego Ośrodka Wsparcia*	Delivered as part of individual support and individual advice; referrals were not recorded, and recording them is the change

Stage	Content	Pilot status and implications for future implementation
	Ekonomii Społecznej), Entrepreneur Service Point at the Municipality of Krakow (*Punkt Obsługi Przedsiębiorców UMK*), the Regional Centre for Social Policy in Krakow (*Regionalny Ośrodek Polityki Społecznej*), Municipal Labour Office (*Grodzki Urząd Pracy*), Małopolska Social Economy Fund (*Małopolski Fundusz Ekonomii Społecznej*), the Małopolska Partnership for Lifelong Learning (*Małopolskie Partnerstwo na rzecz Kształcenia Ustawicznego*)	proposed for the future (sections 2.2 and 4.2)

The implementation logic adopted in the LAPP is also aligned with the shared vision set out in the JSA. In the context of Małopolska, this means recognising the participation of women, migrants, seniors, international students and young people in starting and developing businesses as part of the region's economic potential, rather than solely as a matter of social policy. This translates into three directions for action: incorporating these groups into analyses of the entrepreneurship and innovation ecosystem, improving the clarity of entry points and referral pathways within the support system, and treating inclusive entrepreneurship as one of the mechanisms for achieving the objectives of the regional smart specialisation strategy.

2 Action Lines

2.1 Overview

ID	Action line title	Target group	JSA priority	Status	Pilot evidence
A1	Business Skills Programme	Migrants (including refugees from Ukraine) and seniors aged 55+; strong	P2	Confirmed; Model tested in the pilot; continuation subject to the conditions set	Yes; Business Skills Programme, September–December 2025; 38 participants, of whom 30

ID	Action line title	Target group	JSA priority	Status	Pilot evidence
		representation of women		out in Section 5.1.	completed the full cycle (79%); 83% positive satisfaction ratings.
A2	Business Matchmaking Programme	Migrants and seniors aged 55+; in the pilot, participants were predominantly entrepreneurs starting a business or at an early stage of business development.	P2 / P3	Confirmed; Model tested in the pilot; continuation subject to the conditions set out in Section 5.1.	Yes; Business Matchmaking Programme, 18 and 25 April 2026; 25 participants, all of whom completed the full cycle; 95% positive satisfaction ratings.

2.2 Action lines - details

Action Line A1 - Business Skills Programme	
Title and JSA link	Primarily contributes to: P2 (Build skills and capabilities through low-threshold learning). It also contributes to: P3 (Make support systems navigable through ISIHUB intermediaries).
Rationale and pilot evidence	Women, migrants, seniors and international students remain underrepresented among entrepreneurs in Małopolska despite the strong regional ecosystem; barriers include limited time, limited networks, language skills and a low sense of agency (JSA; Toolkit). Results of the Business Skills Programme pilot (September–December 2025): 38 participants and 30 hours per participant: 20 hours of group training delivered through two full-day bootcamps held on 15 and 29 November 2025, and 10 hours of individual support within a module tailored to the specific target group – with the involvement of seven trainers and mentors. Demand exceeded capacity: 50 applications were received within six days. Of the 38 participants, 30 (79%)

	completed both bootcamp sessions and received a certificate. Participants were predominantly Ukrainian migrants, with a clear majority of women (32 out of 38). Overall satisfaction reached 83% positive ratings, with competence-related items ranging from 66% to 100% and items concerning innovative attitudes ranging from 72% to 93%; trainers rated all items positively (100%). The main barriers identified were language barriers and limited knowledge of Polish legal and tax regulations.
Main activities and target groups	**Main activities**: An intensive, bilingual (Polish/English) bootcamp comprising 30 hours per participant: 20 hours of group training and 10 hours of individual support and consultations tailored to the target group. The programme covered the basics of entrepreneurship, the Business Model Canvas, customer value, personas and MVPs, budgeting and planning, basic legal and tax requirements, as well as communication, pitching and presenting a business idea. The activities were delivered in Krakow, with an online format and consultations for migrants, and an in-person format with individual consultations for seniors. Indicative scale: 35–40 participants per cohort, based on the 2025 pilot (38 participants). Feedback from the pilot indicates a need to expand the content related to tax, legal and financing issues and to introduce an initial diagnostic survey. Target groups: Migrants (including refugees from Ukraine) and seniors aged 55+, with priority given to women. International students and young people represent potential groups for further programme expansion, drawing respectively on the KUE institutional base and ISIHUB Małopolska's cooperation with labour market institutions. The sequencing and scope of this expansion will depend on the conditions described in Section 5.1.
Key actors	**Lead**: ISIHUB Małopolska, hosted by KUE (substantive and organisational matters, cooperation with service providers and regional stakeholders, coordination) **Other actors**: Krakow Startup Foundation (Fundacja Kraków Miastem Startupów) / TechnoConsulting sp. z o.o. (training delivery, facilitation, recruitment and information activities); signatories of the Memorandum for sustainable cooperation working with missing entrepreneurs and start-ups including: Zustricz Foundation (Fundacja Zustricz), Mom Work Foundation (Fundacja Mamo pracuj) etc. (promotion among target groups, information and networking); signatories of the Memorandum for sustainable cooperation including: Public Economy and Administration Foundation – Małopolska Social

	Economy Support Centre (Fundacja Gospodarki i Administracji Publicznej – Małopolski Ośrodek Wsparcia Ekonomii Społecznej), Małopolska Social Economy Fund (Małopolski Fundusz Ekonomii Społecznej), Entrepreneur Service Point at the Municipality of Krakow (Punkt Obsługi Przedsiębiorców UMK), Regional Centre for Social Policy in Krakow (Regionalny Ośrodek Polityki Społecznej w Krakowie), Municipal Labour Office in Krakow (Grodzki Urząd Pracy w Krakowie) (referrals, information on financial support instruments and systemic support).
Expected contribution and possible policy/funding links	**Expected contribution**: Increased entrepreneurial competences, sense of agency and a tested business model developed by participants from underrepresented groups; strengthened self-perception as potential business founders; a pool of participants prepared to take part in the Business Matchmaking Programme (A2). **Possible programme and funding links**: The five funding pathways under consideration are described in Section 5.2. The most likely sources of support are the KUE institutional budget, in terms of providing the organisational base for ISIHUB Małopolska, and the possibility of continuing selected activities as components of projects such as Erasmus+ and Interreg CENTRAL EUROPE.

Action Line A2 - Business Matchmaking Programme	
Title and JSA link	Primarily contributes to: P2 (*Build skills and capabilities through low-threshold learning*), with an intensive individual support component (10 out of 30 hours per participant). Also contributes to: P3 (*Make support systems navigable through ISIHUB intermediaries*) – this aspect requires further strengthening (see Expected contribution below).
Rationale and pilot evidence	Entrepreneurs starting a business or at an early stage of development, particularly those from the target groups, often lack professional networks, market visibility, and knowledge of Polish legal and tax regulations needed to move from a tested business idea to actual contact with a customer, partner or investor. This constitutes a barrier distinct from the skills gap addressed by A1, although it builds on it (JSA; Toolkit). The programme was delivered as a separate bootcamp in two sessions (18 and 25 April 2026) for 25 participants, comprising 30 programme hours per participant: 20 hours of group training and 10

	hours of individual support within a module tailored to the target group – with the involvement of eight trainers and mentors. All activities were delivered in English, reflecting the composition of the participant group, which consisted predominantly of entrepreneurs starting a business or at an early stage of development. The group modules covered business networking, business law for entrepreneurs, the Business Model Canvas, budgeting and planning, sales and customer acquisition, communication and self-presentation, and a final pitching session before a jury. Overall satisfaction reached 95% positive ratings – the higher result of the two pathways – with training materials rated at 95% and trainers rated at 100%.
Main activities and target groups	**Main activities**: The programme was delivered in an English-language bootcamp format and comprised 30 hours per participant: 20 hours of group training delivered as a facilitated hackathon and 10 hours of individual mentoring and consultations. During the group component, participants worked in teams of 3–5, initially matched based on their business ideas and sectors, while retaining the opportunity to discuss their individual ideas with mentors. The programme concluded with a pitching session before a jury, followed by structured feedback. The activities were delivered in person in Krakow. Cohort size: approximately 25 participants, in line with the April 2026 pilot. **Target groups**: Migrants and seniors aged 55+ were the designated target groups, with a dedicated 10-hour component provided for each group – consultations for migrants and training for seniors. In practice, the participant group consisted of international entrepreneurs at the start-up or early stage of business development, and therefore all sessions were delivered in English.
Key actors	**Lead**: ISIHUB Małopolska, hosted by KUE (substantive and organisational matters, cooperation with service providers and regional stakeholders, coordination) **Other actors**: Krakow Startup Foundation (Fundacja Kraków Miastem Startupów) / TechnoConsulting sp. z o.o. (training delivery, mentoring, consultations, recruitment and information activities); signatories of the *Memorandum for sustainable cooperation* working with missing entrepreneurs and start-ups including: Zustricz Foundation (*Fundacja Zustricz*), Mom Work Foundation (*Fundacja Mamo pracuj*) etc. (promotion among target groups, information and networking); signatories of the *Memorandum for sustainable cooperation* including: Public Economy and Administration

	Foundation – Małopolska Social Economy Support Centre (*Fundacja Gospodarki i Administracji Publicznej – Małopolski Ośrodek Wsparcia Ekonomii Społecznej*), Małopolska Social Economy Fund (*Małopolski Fundusz Ekonomii Społecznej*), Entrepreneur Service Point at the Municipality of Krakow (*Punkt Obsługi Przedsiębiorców UMK*), Regional Centre for Social Policy in Krakow (*Regionalny Ośrodek Polityki Społecznej w Krakowie*), Municipal Labour Office in Krakow (*Grodzki Urząd Pracy w Krakowie*) (referrals, information on financial support instruments and systemic support).
Expected contribution and possible policy/funding links	**Expected contribution**: Strengthening market-oriented entrepreneurial competences among underrepresented groups, including customer definition, sales-oriented approaches, legal and tax awareness, self-presentation and pitching, supported by individual mentoring, which participants rated as the strongest element of the pathway. The Action Line is also expected to increase the visibility and further development of participants' business ideas and prepare some participants for subsequent steps in business development. **Further support pathway**: The scope and arrangements for continued cooperation with participants will be agreed with the signatories to the *Memorandum for sustainable cooperation*, in particular with organisations providing regional support instruments. Referrals to appropriate forms of support will be based on information collected during the programme on participants' needs, the stage of development of their business ideas and the type of support required. The main referral pathways to institutions with relevant services and resources will be established jointly. Where possible, referrals and subsequent support will be recorded to enable the assessment and further improvement of the pathway. **Possible programme and funding links**: Participants completing A2 with a tested business model may be referred, where appropriate, to acceleration programmes such as #StartUP Małopolska, which form part of regional initiatives co-financed under the European Funds for Małopolska 2021–2027 programme. The five potential funding and institutional support pathways identified for ISIHUB Małopolska are described in Section 5.2. The most realistic options currently include the KUE institutional budget for maintaining the organisational base of ISIHUB Małopolska and the continuation of selected activities as components of projects such as Erasmus+ and Interreg CENTRAL EUROPE.

3 Local Coordination

During the project, the regional ISIHUB Lead role was held by the Municipality of Krakow, while Krakow University of Economics acted as the main operational partner, responsible for substantive and programme-related work. Following the project, the continuation of ISIHUB Małopolska under KUE has been declared, with the hub hosted within the university's Centre for Business Cooperation. The institutional host will therefore change, while the core coordination, contact and ecosystem-building functions of ISIHUB will be maintained. The hub will operate under the name ISIHUB Małopolska (Inclusive and Social Innovation Hub Małopolska).

ISIHUB Małopolska will coordinate the regional implementation of the LAPP and act as an intermediary linking the needs and experiences of missing entrepreneurs with the regional support ecosystem. Rather than duplicating the specialised services provided by existing organisations, ISIHUB Małopolska will facilitate cooperation, dialogue and referral pathways among relevant stakeholders. Its role includes coordinating ISIHUB activities, facilitating cooperation among regional support organisations, identifying regional needs, sharing regional experience within the wider ISIHUB network, and monitoring and improving the actions taken. In response to identified regional needs, ISIHUB Małopolska will also disseminate knowledge, tools, and experience related to inclusive entrepreneurship and facilitate dialogue among regional stakeholders to strengthen their understanding of the needs and barriers faced by missing entrepreneurs. It will support cross-sectoral exchange and mutual learning, using insights from practice and innovative solutions to inform the development and adaptation of public policies and support instruments to better respond to these needs.

The regional coordination model brings together KUE as the ISIHUB Lead, responsible for coordinating ISIHUB activities and facilitating cooperation within the regional ecosystem; the operational partner responsible for delivering the two Action Lines and providing specialised expertise and human resources; and the signatories to the *Memorandum for sustainable cooperation*, together with other regional stakeholders involved in the ISIHUB ecosystem, who contribute expertise, networks and referral pathways while providing feedback on the needs of missing entrepreneurs, developments in the support ecosystem and opportunities for improving existing support arrangements.

3.1 Coordination model

The table below specifies the contribution and current status of each organisation and cooperation arrangement.

Role	Organisation	Contribution	Status
Regional ISIHUB Lead	Krakow University of Economics	Hosting and coordinating ISIHUB Małopolska; substantive and programme coordination; facilitation of regional cooperation.	Confirmed / Continuation after the project declared.
Operational Partner	Fundacja Kraków Miastem Startupów / TechnoConsulting sp. z o.o.	Delivery and facilitation of Business Skills Programme and Business Matchmaking Programme, including trainers and mentors.	Under discussion
Ecosystem Advisory Group (JSA 7.2)	ISIHUB Małopolska Memorandum for sustainable cooperation signatories and other regional stakeholders	Feedback on ecosystem needs, exchange of experience and alignment with regional policy; participation in coordination meetings. A function performed on an informal basis, in line with JSA Section 7.2.	Active

The funding and institutional basis for the continuation of the ISIHUB Lead role is described in Section 5.2. The value proposition for sustained private-sector engagement remains to be further developed, taking into account the potential benefits of access to talent, markets, networks and knowledge.

The LAPP is designed as a five-year instrument covering the period 2027–2031. During this period, each annual implementation cycle is expected to include one edition of Action Line A1 (Business Skills Programme) and one edition of Action Line A2 (Business Matchmaking Programme), subject to the availability of funding, partners and operational capacity. In line with its coordination role described above, ISIHUB Małopolska will support cooperation among regional stakeholders, facilitate knowledge and experience exchange, and respond to identified regional needs through the dissemination of relevant knowledge, tools and practices. Cooperation may take the form of annual network meetings, complemented, where appropriate, by bilateral exchanges, workshops and consultations.

The implementation of the LAPP actions will be monitored and evaluated annually, in accordance with the arrangements set out in Section 4, “Monitoring and Learning”, taking into account implementation results, stakeholder feedback and developments in the regional support ecosystem. The findings will be consolidated in an annual review prepared by ISIHUB

Małopolska and will inform the adaptation and further development of the LAPP for the subsequent year.

3.2 Stakeholder engagement

During the implementation of the project, ISIHUB Małopolska established cooperation with nearly 30 stakeholders from the regional entrepreneurship and innovation ecosystem, representing public administration, academia, business support institutions and civil society organisations. The network includes influential and experienced stakeholders with different roles and areas of expertise within the regional entrepreneurship ecosystem in Małopolska, and most also signed a *Memorandum for sustainable cooperation* in May 2026, confirming their willingness to continue cooperation and make use of the project results.

In the follow-up phase, stakeholders will be involved according to their respective roles, expertise and resources. Public institutions and organisations supporting entrepreneurship and the social economy may contribute information on available support instruments, referrals and links to existing services. Organisations working with groups with untapped entrepreneurial potential may support outreach, recruitment and communication with target groups. Business support and start-up organisations may contribute entrepreneurial expertise, mentoring, networking and links with the business environment. Finally, research institutions may provide relevant data and knowledge on regional needs and developments. The cooperation framework will remain open and flexible, allowing ISIHUB Małopolska to involve additional stakeholders where appropriate.

The main mechanism for ongoing cooperation will be the informal and open Ecosystem Advisory Group, comprising signatories to the *Memorandum for sustainable cooperation* and other relevant regional stakeholders. The Group will build on the quarterly ISIHUB Małopolska coordination meetings organised during the project and will provide a forum for exchanging information and experience, discussing the needs of missing entrepreneurs, identifying emerging challenges and opportunities, and considering possible adjustments to existing support arrangements. At least one meeting of the whole network will be organised annually, while the frequency of additional meetings will be adapted to the needs of the cooperation.

Ongoing cooperation will be complemented, where appropriate, by bilateral exchanges, workshops and consultations. KUE will also use stakeholder surveys and/or interviews, particularly where more detailed feedback is needed on ISIHUB activities, the needs of missing entrepreneurs or changes in the regional support ecosystem. These mechanisms will support continuous exchange with stakeholders and provide input into the annual review and the further development of ISIHUB activities and Action Lines.

4 Monitoring and Learning

Monitoring and learning will be carried out at two complementary levels. At the Action Line level, A1 and A2 will be monitored and evaluated using the methodology and indicators applied throughout the project. At the ISIHUB level, monitoring and evaluation will focus on stakeholder feedback and changes in the regional ecosystem. The findings will be summarised in an annual review and used to inform the further development of ISIHUB activities and the implementation of the action lines.

4.1 Common indicators

The five indicators below define what will be measured and the sources from which the data will be collected. They do not establish targets or baseline values. These will be defined for each programme edition once its scale and funding arrangements are known, using the pilot results presented in Section 2.2 as a reference point.

Output indicators capture what is delivered and can be measured directly during the implementation of the activities, such as the number and profile of participants, the number of stakeholders involved, and the number of business ideas developed or supported. Outcome indicators capture the effectiveness of the activities in supporting participants to complete the intended programme pathway.

Indicator	Type	Action line	Possible data source
Number of participants involved in entrepreneurship support activities	Output	A1, A2	Attendance lists, programme records
Share (%) of participants from underrepresented groups and from outside the Krakow Metropolitan Area	Output	A1, A2	Online registration form (recruitment)
Number of business ideas developed or supported	Output	A1, A2	Programme reports, follow-up
Number of organisations involved in ISIHUB Małopolska	Output	A1, A2 / coordination	Local Stakeholder List
Completion rate (%) – participants completing the full programme cycle	Outcome	A1, A2	Activity Report

4.2 Feedback mechanisms

Feedback will be collected using mechanisms tested during the pilots, including pre- and post-programme assessments of entrepreneurial competences and sense of agency, observations by trainers and mentors, assessment of participants' final outputs, and participant satisfaction surveys conducted using the common TASK4ISI evaluation instrument. The data will be gathered and analysed by ISIHUB Małopolska and used to directly inform decisions on the further implementation and adaptation of the Action Lines. The pilot experience illustrates the practical application of this approach: satisfaction survey results helped identify areas requiring improvement, which led to strengthening the content related to legal, tax and financial issues and to the recommendation to introduce an initial needs assessment survey.

Feedback from the pilots also revealed limitations in the collection of participant data. In response, additional indicators have been proposed concerning the share of participants from outside the Krakow Metropolitan Area and the share of participants aged 55 and over, together with changes to the registration form to allow participants to identify themselves as belonging to more than one target group. In the event of further programme editions, these data may also be used to monitor the accessibility of the Action Lines across different target groups and territories.

In line with the JSA, monitoring will also consider potential trade-offs between competitiveness, sustainability and inclusion. Where sufficient data are available, future editions of the Action Lines may include comparisons of completion rates across target groups, participation patterns among people from Krakow and from outside the Krakow Metropolitan Area, and an assessment of whether the delivery format unintentionally favours participants who are already better prepared or better connected. The scope of such analysis will, however, depend on the availability of relevant data.

Moreover, monitoring and learning will be complemented by an annual review conducted by ISIHUB Małopolska. The annual review will bring together the results of the monitoring and evaluation of Action Lines A1 and A2, feedback from regional stakeholders collected through surveys and/or interviews, and information on changes taking place within the regional ecosystem, based on the analysis of relevant documents and data. The information collected will be used to assess whether the implementation model and the scope of ISIHUB Małopolska activities remain responsive to the needs of the target groups and the changing conditions affecting the delivery of inclusive entrepreneurship support. The findings of the review will provide a basis for the further development and, where necessary, adaptation of the ISIHUB activities and the implementation of the Action Lines in response to emerging needs and changing conditions for inclusive entrepreneurship in Małopolska.

In summary, the table below presents the main monitoring and learning mechanisms, the information collected through each of them, and the frequency with which they will be applied.

Mechanism	What it captures	Frequency
Participant satisfaction surveys	Relevance, quality of the delivery format, and perceived usefulness	After each activity
Debrief sessions	What worked and what did not; suggestions from participants and trainers	For each participant group
Follow-up interviews with participants	Whether participants have made progress including business idea development, business registration, or employment	6–12 months after the activity
ISIHUB coordination meetings	Information and feedback on the needs of the target groups, the relevance of existing support tools, and changes taking place in the regional ecosystem	At least once a year
ISIHUB stakeholder surveys/interviews	Stakeholder feedback on ISIHUB activities, needs of missing entrepreneurs, and emerging challenges and opportunities	As needed

5 Sustainability Perspectives

5.1 Continuation of action lines

The LAPP treats the continuation of Action Lines A1 and A2 as a feasible option based on the experience gained through the pilots.

Action Line A1 – Business Skills Programme

The continuation of this Action Line is supported by the experience and know-how developed during the project at both the individual and institutional levels. The pilot confirmed the feasibility of the tested delivery model and generated practical experience among the organisations and professionals involved in its implementation. If the Action Line is continued following the end of the project, its implementation could be led by KUE as the host of ISIHUB Małopolska, with the involvement of an organisation responsible for delivering the activities. Future implementation could draw on the competences, experience and relationships with regional stakeholders developed through the pilot.

Action Line A2 – Business Matchmaking Programme

The continuation of this Action Line is supported by the experience and know-how gained during the pilot. A key resource for any future implementation is the pool of trainers and mentors involved in the April 2026 edition. Eight trainers and mentors contributed specialised expertise and practical links with the business environment, which constitute important resources for maintaining the matchmaking function of the Action Line. If the Action Line is continued following the end of the project, its implementation could be led by KUE as the host of ISIHUB Małopolska, with the involvement of an organisation responsible for delivering the activities. Future implementation could therefore build on the competences, experience and networks developed through the pilot.

The considerations presented above indicate a possible direction for the continuation of both Action Lines. The solutions tested under A1 and A2 may be replicated in full, on a more limited scale, or through selected components, depending on the willingness of partners to cooperate, the availability of funding and operational capacity. KUE has expressed its intention to maintain the ISIHUB function and the tested delivery pathways for the actions. The conditions below set out the factors that will influence the scale and form of any future continuation of the actions.

Conditions for repeating Action Lines A1 and A2 in the tested format

The following conditions concern the feasibility of delivering a new edition of both Action Lines. The conditions for the sustainability of the ISIHUB function itself are described in Section 5.2.

1. Funding to deliver the Action Lines, including remuneration for trainers and mentors, materials, recruitment support, and the cost of renting venues for the activities. The operational budget for the ISIHUB function itself is a separate condition, described in Section 5.2.
2. Human and financial resources necessary to conduct a multi-dimensional evaluation of the Action Lines, including data collection and analysis and the preparation of an evaluation report.
3. Availability of trainers and mentors at a level comparable to that of the pilots, i.e. seven people for the Business Skills Programme and eight for the Business Matchmaking Programme.
4. Sufficient demand to conduct recruitment; the 2025 pilot provides the reference point, with the application limit reached within six days.

Conditions for territorial expansion

5. Data on the actual participation of participants from outside the Krakow Metropolitan Area, which can be collected following the amendment of the registration form (Section 4.2).
6. An organisation capable of providing an access point outside Krakow, together with the resources required to operate that point.

The first four conditions are fundamental: meeting them makes it possible to repeat the tested model without structural changes. The fifth and sixth conditions create the possibility of territorial expansion in line with Priority 4. Until these conditions are met, the LAPP will retain the territorial scope tested in the pilots, with regional recruitment and delivery of the activities in Krakow, following the pilot model.

5.2 Funding and institutional anchoring

The sustainability of the project results depends on both the availability of funding and their institutional anchoring. In line with the JSA, four preconditions have been identified, the fulfilment of which is necessary to maintain the solutions developed after the end of project funding. The conditions below concern the sustainability of ISIHUB Małopolska as an institution, irrespective of whether Action Lines A1 and A2 are implemented in a given year. The following four conditions are assessed below in terms of their current level of fulfilment and their implications for the sustainability of ISIHUB Małopolska.

1. Operational budget beyond project cycles

This condition is currently not met and represents the main risk to the sustainability of the LAPP. It concerns the resources needed to maintain the ISIHUB function itself, including coordination of activities, the contact-point function, participation in regional bodies, and the organisation of meetings. In Małopolska, five potential funding and institutional support pathways for maintaining ISIHUB activities can be identified. The pathways differ in nature: some could provide direct financial resources, while others could support the continuation of ISIHUB through institutional anchoring, in-kind contributions or integration into existing programmes. However, none of them has been secured to date.

- European Funds for Małopolska 2021–2027, which provides start-up grants, non-repayable support and business advisory services, and under which the project for managing the regional smart specialisation is being implemented (2024–2027).
- The Regional Programme for the Development of the Social Economy in the Małopolska Region until 2030, whose areas of intervention closely correspond to both Action Lines.
- Acceleration programmes such as #StartUP Małopolska, which form part of regional initiatives co-financed under the European Funds for Małopolska 2021–2027 programme and are considered as channels for referring participants rather than as a source of funding for the programmes themselves.
- The institutional budget of KUE, including in-kind contributions in the form of premises, staff time and mentoring capacity. The Municipality of Krakow provides an in-kind contribution through the Entrepreneur Service Point.
- The possibility of using established implementation pathways within new EU-funded programmes, such as Erasmus+ and Interreg CENTRAL EUROPE. In this case, activities

could potentially be implemented either by a single partner or through partnerships involving existing partners.

2. Institutional legitimacy of the host

KUE has the appropriate institutional capacity and legitimacy to serve as the host of ISIHUB Małopolska, based on its institutional recognition, stakeholder trust, and ability to initiate and coordinate cooperation, which facilitates the engagement of regional partners. The continuation of ISIHUB Małopolska within the KUE structures has been declared, providing a basis for the further operation of the platform and the use of the project results. The organisational base for this activity is the KUE Centre for Business Cooperation.

3. Engagement of public and private actors

The engagement of public, commercial and civil society actors has already been initiated and confirmed: the Memorandum for sustainable cooperation was signed by nearly 30 stakeholders representing the public, commercial and civil society sectors, declaring their intention to further develop cooperation and make use of the project results. While the Memorandum confirms the partners' willingness to continue cooperation, sustained operational engagement is not yet fully secured, particularly among private-sector partners, and requires identifying concrete benefits and roles for them, as well as ensuring opportunities to use the project results in their own activities.

4. Capacity for individualised support

The experience gained from the pilots indicates that the effectiveness of skills development and matchmaking support requires not only the organisation of group activities, but also access to individual support from trainers and mentors. A condition for sustainability is maintaining a stable pool of people with mentoring and coaching competences (Section 5.1), available independently of the cycle of an individual programme edition, together with resources for their engagement.

To conclude, the sustainability of ISIHUB Małopolska is currently partially secured. The institutional anchoring of ISIHUB within KUE has been defined and declared, while the capacity to provide individualised support has been demonstrated through the pilots, although maintaining it depends on the availability of funding. The engagement of public, commercial and civil society partners has been initiated and confirmed through the signing of the *Memorandum for sustainable cooperation*, but requires further development. The main risk remains the lack of a secured operational budget for maintaining the ISIHUB function beyond project cycles. Consequently, the continued operation of ISIHUB currently rests on the declared intention to continue the platform within the KUE structures, complemented by potential but unsecured funding sources and opportunities to make use of existing services and partnerships.

5.3 Anchoring in S3/S4+

The Regional Innovation Strategy of the Małopolska Region 2030 (RIS WM 2030) is organised around seven sector- and technology-oriented smart specialisation areas (RIS 1–RIS 7). Inclusive

entrepreneurship is not identified as a separate priority, but is addressed indirectly through horizontal measures related to skills development, digital inclusion and expanding the geographical reach beyond the Krakow Metropolitan Area. In line with the JSA, the two implemented Action Lines (Business Skills Programme and Business Matchmaking Programme) can be considered as implementation mechanisms supporting these horizontal objectives related to skills development and broader participation. The strongest empirical link is provided by the sectoral profile of the participants' business ideas. In the case of participants in Action Line A2 – Business Matchmaking Programme, the ideas focused on technological domains, including B2B SaaS, EdTech, artificial intelligence, cybersecurity, robotics, aerospace technologies and data services, mobile applications and digital design, directly corresponding to RIS 3 (information and communication technologies), alongside creative, craft and commercial activities relevant to RIS 7. In the case of participants in Action Line A1 – Business Skills Programme, the ideas focused mainly on services, trade, IT and small-scale processing. This confirms the finding highlighted in the JSA that broadening participation in entrepreneurship strengthens regional smart specialisation priorities and provides a verifiable argument for dialogue with the managing institution.

The experience gained from the pilots indicates that inclusive entrepreneurship can be incorporated into regional strategic documents as a horizontal perspective rather than as a separate area of intervention requiring dedicated funding and structures. In practice, this raises the question of whether eligibility criteria, documentation requirements and information channels within entrepreneurship support instruments unintentionally exclude people from the groups described in Section 1.1. The pilots provide evidence that this may indeed be the case: the barrier was not a lack of available support, but rather its lack of clarity and the opportunity cost of participation. The present LAPP therefore puts this observation forward for consideration in the next update of the Regional Innovation Strategy of the Małopolska Region (RIS WM 2030), as well as in the update of another key strategic document, the Regional Programme for the Development of the Social Economy in the Małopolska Region, which addresses inclusive entrepreneurship most comprehensively. The LAPP does not identify a responsible institution or a specific timeframe; these decisions remain with the institutions responsible for developing and implementing these documents. From the JSA perspective, the transition from S3 to S4+ involves complementing a strategy focused on sectoral specialisations with the question of who benefits from them. In this respect, the LAPP contributes two elements to this transition: a tested model for reaching groups that have so far been underrepresented among business founders, and evidence that the business ideas they develop can fit within the regional smart specialisations.

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