

# Handbook of good practices of the Project

“We create + we develop + we revive +  
we stimulate + we outline + we change = KROSNO”





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## Introduction

This publication contains specific examples of good practices that the City of Krosno, along with the partners of the project „We create + we develop + we revive + we stimulate + we outline + we change = KROSNO” would like to share with you.

They have been presented in the next parts of the guide. We have selected seven such practices for you. We would also like to point out to the fact that more examples of these actions have been cultivated in the project.

One of them is the Handbook of Good Practices implemented as part of the „Creation of Tourist Narrative Paths” project. It is a separate document that has been developed by the project partner – the Karpacki Klaster Ekonomii Społecznej(eng. Carpathian Cluster of Social Economy) Foundation. It contains a set of good practices for internal and external communication, which made it possible to maintain consistency of communication and orderliness within the organization (both for people working with individual groups during the work on paths and meetings with residents, and social consultations), as well as for the team of people contacting the media, managing social media profiles, and responsible for external communication.

Prepared by the Project Partner, the document is a set of essential goals of the promotional campaign that define how to build a social message so it reaches the widest possible target group interested in narrative tourism trails.

The experience accumulated in the course of building and promoting the paths will certainly be used in the creation of further similar initiatives in Krosno and the region. Both the concept of thematic paths and the form of consultation with local residents, non-governmental organizations and institutions proved to be the proper choice in building a tourism product deeply rooted in local identity.

More about the created 12 tourist narrative paths can be found on the <https://wielesciezek.pl/> website and other social media platforms such as Instagram, and Facebook.

## Project Metrics

**Project Name:** "We create + we develop + we revive + we stimulate + we outline + we change = KROSNO"

**Recipient/Lead Partner:** Municipality of the City of Krosno

**Project Partners:**

- State Academy of Applied Sciences in Krosno,
- Municipality of Gdynia,
- Guild of Various Crafts in Krosno,
- Krosno University of the Third Age Association,
- Children and Youth Culture Association DYSONANS,
- Kogel Mogel Association,
- Carpathian Cluster of Social Economy Foundation,
- Municipality of Øy garden

**Total Project Value:** 22,040,860.18 Polish złoty

**Value of Funding:** 19,612,292.71 Polish złoty

**Implementation Period:** July 9, 2021 – April 30, 2024

**In implementing the project, we aimed to:**

- improve the quality of life in Krosno and better adapt administration to the needs of residents;
- attract new residents and reduce the migration of young people to larger urban centers;
- consistently build the brand of Krosno as a key educational center with sub-regional reach, fostering cooperation between universities and schools with businesses;
- create conditions for the development of small and medium-sized businesses, attract innovative investors and strengthen the role of Krosno as a sub-regional center of trade and services;
- increase the role and responsibility of residents in decision-making regarding the city's development, shaping public spaces, city-provided services; as well as use extensively engaging forms of communication between the city and residents;
- improve the quality of the environment and increasing the availability of attractive green spaces and natural resources as elements that affect the quality of life;
- improve standards of provision of public service and customer service, expand the range of services provided online;
- shape a value-based organizational culture;
- increase the competence of local government administration employees.

**We believe that we have achieved goals such as:**

- enhancing and expanding the educational offer of Krosno's schools by introducing new, attractive forms of vocational education;
- integration of local entrepreneurs, creation of a common space for business development, establishment of the Krosno Business Council, initiation of networking events, increase in the activity of entrepreneurs through participation in one-on-one conversations and networking meetings;
- increasing the role of consultation processes with attention to maintaining standards of conducting social consultations and principles of partnership in dialogue;
- increasing the activity of residents in the daily life of the city through involvement in grassroots initiatives and implementation of social projects;
- increasing the attractiveness of the city of Krosno as a place to live by putting newly developed green spaces and tourist products at the disposal of residents and tourists;
- strengthening the soft skills of the employees of the Krosno City Hall and its subordinate units and introducing value-based management;
- changing the mindsets of the city officials, increasing their sense of responsibility for the process related to the city's development, including institutional development.

## Examples of good practices

### GOOD PRACTICE DESCRIPTION SHEET

<b>Practice Name</b>	<b>Strengthening the potential of Krosno non-governmental organizations.</b>
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#### Level 1: Summary description of the Good Practice

<b>Overall description</b>	The program of institutional strengthening of Krosno non-governmental organizations is a response to the needs of the local community in terms of co-governance of the city and social participation. It is based primarily on developing the activities of the Center for Supporting Non-governmental Organizations in Krosno. The main goal of the program is to strengthen the partnership and cooperation of the local government with non-governmental organizations in order to better identify and meet the needs of the residents of Krosno and to strengthen the activity of the local community in undertaking local initiatives.
<b>Good Practice Metric</b>	<p>The program to strengthen the capacity of non-governmental organizations was introduced in the first quarter of 2022.</p> <p>Name of the entity that introduced the innovation (was the leader in the case of partnership): Municipality of the City of Krosno</p> <p>Address of the entity that introduced the innovation: 28a Lwowska St., 38-400 Krosno</p> <p>Contact person at the above-mentioned entity (name, surname): Anna Dziadosz, Head of the Department of Social Welfare and Health of the Krosno City Hall.</p> <p>Phone number and email address of the contact person: +48 13 47 43 221 anna.dziadosz@um.krosno.pl</p> <p>Website address of the entity that implemented the solution (if available): <a href="https://krosno.pl/">https://krosno.pl/</a></p>

#### Level 2: Full presentation of the Good Practice

*The purpose of the full presentation of Good Practices is to enable the reader to make a preliminary decision on whether to engage in the replication process (to familiarize the user of the base with the mechanism of the proposed innovation, the procedure for its implementation and the balance of expenses incurred and benefits achieved).*

<b>Initial diagnosis of the situation</b>	<p>The major problem that was diagnosed at the stage of creating the project application was the insufficient level of cooperation between local government and non-governmental organizations and the unused potential of local leaders. The analysis shows that in recent years the non-governmental sector in Krosno has significantly “aged” – the number of the youngest organizations has decreased, the value of the ratio of newly registered foundations, associations and social organizations per 10 thousand residents has been falling every year from 2.6 in 2015 to 1.7 in 2018.</p> <p>Civic activity is one of the main factors of social development and an instrument of multi-sectoral social policy, and the non-governmental sector is the basic pillar of civil society. The functioning of the non-governmental sector significantly changes the living conditions of the population on a local scale. Insufficient involvement of the public in activities for the benefit of the local environment reduces the efficiency and quality of public services.</p>
<b>Description of the Innovation and Its Implementation Process</b>	<p><b>Conducting a diagnosis of the activities and needs of Krosno non-governmental organizations.</b></p> <p>During the implementation of the project, the coordinator of the Non-Governmental Organization Support Center conducted a diagnostic study – a questionnaire interview among existing non-governmental organizations in the city of Krosno covering a number of areas related to the functioning of these entities. The diagnostic survey made it possible to determine the number of active organizations and identify the scope of their activities. It turned out that among the 303 non-governmental organizations can be distinguished organizations whose activities relate to similar areas, such as sports, culture, health care, activities for seniors or social welfare. Accordingly, it was proposed to establish several Working Groups, bringing together organizations with similar goals.</p>



Description of the Innovation and Its Implementation Process

Analyses and consultations conducted by the coordinator of the Center for Support of Non-Governmental Organizations with representatives of the third sector indicated the need to support members of organizations in developing their essential skills and qualifications, in promotional and informational measures, and in cooperation in raising funds and undertaking grassroots initiatives. As a result of the consultations, a program of training and moderated meetings for non-governmental members was developed, as well as the first assumptions of the Model of Cooperation of the Municipality of the City of Krosno with non-governmental organizations.

**Conducting thematic trainings and moderated meetings corresponding to the needs reported by the organizations**

An important preparatory stage was the development of the topics of seminars and moderated meetings, which was consulted with representatives of the third sector. The areas of training and meetings were indicated by non-governmental members during the consultation. The purpose of the thematic trainings was:

- to increase the knowledge and skills of representatives of non-governmental organizations in various areas of importance to non-governmental organizations;
- development of non-governmental organizations in areas requiring support and advice;
- increase social competencies related to the creation of a working and cooperative environment.

Within the framework of the project, 5 trainings were organized on the following topics:

- “Cooperation and partnership – how to seek support in the environment?”
- “Applications and funding – raising funds for non-governmental activities”
- “Vademecum of non-governmental organizations – practical tips for activities”
- “Counteracting burnout in non-governmental organizations – common values and goals”
- “Social media promotion and marketing”

The purpose of organizing moderated meetings was:

- to create working teams from among the representatives of non-governmental organizations, to develop good practices of cooperation in various branches of the organization’s activity, to analyze mutual opportunities;
- to take up essential topics from the point of view of functioning and development of Krosno non-governmental organizations and for the benefit of residents;
- Integration of the non-governmental environment around common goals for the benefit of specified social groups, increasing the scale of cooperation with each other and with the city;

As part of the project, 6 moderated meetings were organized:

- “Let’s talk about... SENIORS!”
- “Let’s talk about...VOLUNTEERS!”
- “Let’s talk about... COOPERATION WITH BUSINESS!”
- “Let’s talk about... ORGANIZING JOINT EVENTS FOR RESIDENTS”
- “Let’s talk about... GOOD PRACTICES OF COOPERATION, CONSULTATION AND DIALOGUE BETWEEN NON-GOVERNMENTAL AND LOCAL GOVERNMENTS.”
- “Let’s talk about... CREATING A MODEL OF COOPERATION BETWEEN KROSNO AND NON-GOVERNMENTAL ORGANIZATIONS”

The trainings and moderated meetings were attended by 107 non-governmental members counted individually from 60 non-governmental organizations operating in Krosno. In addition, 14 people other than non-governmental members took part in the meetings – Councillors of the Krosno City Council, employees of the City Council, the City’s Family Assistance Center, members of the Council of Senior Citizens, local activists – not affiliated with non-governmental organizations.



**Study visits**

Non-governmental members, together with the coordinator of the Center for Support of Non-Governmental Organizations in Krosno, participated in two study visits

<p><b>Description of the Innovation and Its Implementation Process</b></p>	<p>to Gdynia – a partner city. The study visit was intended to exchange experience, good practices and expand the knowledge of initiatives undertaken by the institutions in the partner city. As part of the project, the participants visited, among others, the Gdynia Center for Non-Governmental Organizations, the Gdynia Senior Activity Center, the Urban Lab, the Social Innovation Laboratory, the network of neighborhood centers and local foundations and associations. One of the objectives of the visit was to show what cooperation between local authorities and the non-governmental sector looks like. Participants of these trips had the opportunity to take part in discussions on the functioning of non-governmental organizations and cooperation with the city, and to share their thoughts and experiences.</p> <p>The collected reports were presented to representatives of the Krosno City Hall.</p> <p>The visits were attended by 14 participants from 10 non-governmental organizations.</p> <p><b>Creation of a model of cooperation</b></p> <p>The assumptions of the Model of Cooperation of the Municipality of the City of Krosno with non-governmental organizations were formed throughout the implementation of the project. Consultations held among representatives of non-governmental organizations and the staff of the City Hall of Krosno and subordinate units enabled the identification of essential areas of cooperation from the point of view of both parties. The cooperation model in question was approved by Order No. 2098/23 of the Mayor of the City of Krosno dated June 28, 2023</p> <p><b>Forum of local initiatives.</b></p> <p>At the end of the project, the Local Initiatives Forum was organized in Krosno – an open partnership event to promote the activities of local non-governmental organizations and their cooperation with the city of Krosno. The idea for the event was developed through consultations with representatives of non-governmental organizations. The Forum was implemented jointly with organizations that actively participated in the project. During the Forum, non-governmental organizations had the opportunity to present their activities at their prepared stands, display their artistic achievements, handcraft products and promote activities directed to the benefit of local residents.</p>
<p><b>Assessment of the results of implemented innovations</b></p>	<p>The implementation of the innovation on strengthening the potential of Krosno non-governmental organizations in Krosno has brought significant results. Most importantly, it is the Model of Cooperation of the Municipality of the City of Krosno with non-governmental organizations, created in a participatory way, implemented in the city. The model suggests the introduction of various, often small changes together or separately, suitable for the needs of non-governmental organizations resulting from consultations. The simplicity and standardization of the city’s activities with regard to non-governmental organizations encourages them to be more socially active, to become more professional and to increase the quality of their services. After less than a year following the implementation of the model, an increase in different forms of support from the Non-Governmental Organization Support Center is evident, as a result of this, the activity of local leaders is also increasing. In 2023 alone, 13 new non-governmental organizations were registered in Krosno, and in 2024. – 4 (i.e. an average of 1 organization per month). Worth mentioning is also the increasing interest in opportunities to acquire funding from domestic and foreign programs. Likewise, the City of Krosno has increased funds for non-governmental organizations to carry out tasks within the context of open bid competitions and the schedule of open bid competitions is made available well in advance on the City’s website.</p> <p>The goals of the Model of Cooperation of the Municipality of the City of Krosno with non-governmental organizations are the crucial starting point for the introduction of changes in the field of cooperation between employees of the City Hall and subordinate units with activists of non-governmental organizations, creating various social activities for the benefit of the residents of the city. Mutual cooperation is important for building local democracy, and constant institutional strengthening of local non-governmental organizations is an aspect of the The Development Strategy of the City of Krosno for 2023–2030.</p>

<b>Costs incurred for pilot implementation</b>	Expenses borne for the implementation of the project within the framework of the project amounted to: PLN 171,158.38. About. 50% of this amount was the cost of employment for a period of 15 months of the coordinator of the Center for Support of Non-Governmental Organizations in Krosno. The project funds also covered the costs of training, moderated meetings, arranging study tours and hosting the Social Initiative Forum.
<b>Zalecenia dla podmiotów zainteresowanych wdrożeniem</b>	The most important issues in terms of strengthening the potential of non-governmental organizations include: <ul style="list-style-type: none"> <li>• conducting a detailed analysis of the third sector, problems and needs of local non-governmental organizations,</li> <li>• close cooperation in determining the lines of support,</li> <li>• providing space for non-governmental organizations to share experiences, to network and to promote themselves among residents,</li> <li>• activating non-governmental organizations and providing them with equal opportunities in the execution of official duties, by entrusting and supporting an increasing number of official duties,</li> <li>• regular follow-ups and evaluating the effectiveness of local organizations’ performance.</li> </ul>

**Level 3: Attachments – Documentation of Pilot Implementation of the Innovation** photos, videos, presentations, document templates, procedures, etc.) – it will be linked to the description of the good practice.

Description of Document/ Material	Link or Name of Attached File
1) Model of Cooperation between the the Municipality of the City of Krosno and Non-Governmental Organizations	
2) Summary of the Project	



**GOOD PRACTICE DESCRIPTION SHEET**

<b>Practice Name</b>	<b>Entrepreneurial City: Establishment of the Krosno Business Council</b>
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**Level 1: Summary description of the Good Practice**

<b>Overall description</b>	The Krosno Business Council is an advisory and consultative body to the Mayor of the City of Krosno, consisting of representatives of local entrepreneurs and business environment institutions. It was established to increase the involvement of entrepreneurs in developing solutions that contribute to the socio-economic development of the city. The Council supports the city authorities in creating attractive conditions for investment and business activities, as well as adapting the range of public services to the needs of entrepreneurs.
<b>Good Practice Metric</b>	The Krosno Business Council was established in December 2022. Name of the entity that introduced the innovation (was the leader in the case of partnership): The Municipality of the City of Krosno Address of the entity that introduced the innovation: ul. Lwowska 28a, 38-400 Krosno Contact person at the above-mentioned entity (name, surname): Miranda Trojanowska, Head of the Department of City Development and Investor Services of the Krosno City Hall Phone number and email address of the contact person: +48 13 47 43 301, ri@um.krosno.pl Website address of the entity that implemented the solution (if available): <a href="https://krosno.pl/">https://krosno.pl/</a> and <a href="https://investinkrosno.pl/">https://investinkrosno.pl/</a>

**Level 2: Full presentation of the Good Practice**





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<b>Initial diagnosis of the situation</b>	<p>Entrepreneurs constitute a crucial stakeholder group in terms of city development and enhancing its attractiveness as a place to live. Krosno is characterized by a very high level of entrepreneurship. There are over 6,000 business entities operating in various industries and services within the city. The unemployment rate has not exceeded 3% in recent years. The local job market attracts residents from neighboring municipalities and counties. According to data from the Central Statistical Office, over 17,000 people commute to work in Krosno. In this regard, Krosno is the second most inflow-intensive city in the region, after Rzeszów, the capital of the province.</p> <p>However, before the implementation of the project, the level of engagement of entrepreneurs in city affairs could be characterized as low. According to a study conducted in cooperation with the Association of Polish Cities in 2020, as many as 83% of surveyed entrepreneurs did not participate at all or only sporadically participated in an organization gathering local entrepreneurs and in locally organized social initiatives. During a focus study involving local leaders, the level of cooperation between the local government, business organizations, and business environment institutions was rated low. Thus far, the city sporadically consulted with entrepreneurs on planned solutions in a non-institutionalized manner.</p>
<b>Description of the Innovation and Its Implementation Process</b>	<p><b>Jak powstała Krośnieńska Rada Biznesu?</b></p> <p>Krosno Business Council was formed through an open recruitment process aimed at local entrepreneurs. The recruitment was announced on the city’s website and promoted through social media and local online portals. The following selection criteria were established:</p> <ul style="list-style-type: none"> <li>• <b>Place of Business:</b> Representatives of companies and business environment institutions with headquarters, branches, facilities, or operational sites within Krosno were eligible for appointment to the Council.</li> <li>• <b>Position Held:</b> Individuals representing the top management of the company or organization (e.g., owner, president, board member, managing director) were considered for the Council.</li> <li>• <b>Company Achievements and Development:</b> Preference was given to companies with a strong position in their industry. The recruitment was not limited to large and medium-sized firms, as representatives of micro and small enterprises were also sought to ensure diverse representation.</li> </ul>

<p><b>Description of the Innovation and Its Implementation Process</b></p>	<ul style="list-style-type: none"> <li>• Industry Representation: Priority was given to ensuring representation from various industries relevant to Krosno’s development.</li> </ul> <p>Each candidate, when submitting their application, provided their contact information, company details, sector of activity, company size, brief business profile, development path, achievements, and proposed topics for the Krosno Business Council. After analyzing the applications, the Mayor decided to appoint all nominated candidates to the Krosno Business Council. The formal document in this matter was the Mayor’s order. During the inaugural session, each Council member received their letter of appointment.</p> <p>The Council comprises 20 members representing all key industries in the city, including glass, oil and gas, aviation, automotive, plastics processing, service, construction, hospitality, gastronomy, crafts, and business services. Members include representatives from the business environment as well as the State Higher Vocational School in Krosno, which is an important partner in business discussions.</p> <p>The Council, through open recruitment, formed a team that represents a cross-section of local entrepreneurship, ranging from representatives of major Krosno companies to smaller entrepreneurs. This diversity allows for inclusive discussions and a comprehensive understanding of different perspectives, as each represented industry has its own challenges, operational specifics, and needs.</p> <p>The Council elected its chairperson and vice-chairpersons from among its members.</p> <p><b>Main Tasks and Operating Principles:</b></p> <ul style="list-style-type: none"> <li>• Providing recommendations, opinions, and comments on the city’s economic development directions, entrepreneurship programs, economic policies, and key municipal investments.</li> <li>• Developing solutions related to human resource development and vocational education to meet the needs of the local labor market.</li> <li>• Informing the Mayor about entrepreneurs’ needs.</li> <li>• Integrating the local business community.</li> <li>• Promoting local entrepreneurs and positioning Krosno as an attractive city for business and investment.</li> </ul> <p><b>Basic Operating Principles:</b></p> <ul style="list-style-type: none"> <li>• Meetings are held at least twice a year.</li> <li>• Each Council member can propose meeting topics.</li> <li>• Council members do not receive remuneration for their work.</li> <li>• The Council operates based on regulations consulted with its members. Organizational support is provided by the Department of City Development and Investor Services, which is responsible for communication with Council members, planning and organizing meetings, and preparing minutes.</li> </ul>
<p><b>Assessment of the results of implemented innovations</b></p>	<p>The establishment of the Krosno Business Council has brought about several benefits, both in terms of fostering dialogue between city authorities and entrepreneurs, and in developing specific solutions for the development of Krosno.</p> <p>Some of the most significant outcomes of the work of the Krosno Business Council include:</p> <ul style="list-style-type: none"> <li>• Participation in the development of the Krosno City Entrepreneurship Development Program for the years 2023–2030, which includes many ambitious and innovative tasks to be implemented in areas such as workforce preparation with skills needed in the local job market, housing development, entrepreneurship education enhancement, economic marketing, economic infrastructure, investment incentives, and entrepreneur support.</li> <li>• Formulation of principles for granting property tax exemptions for investors – the resolution, taking into account the input and proposals of entrepreneurs, was adopted by the Krosno City Council and is a binding document that shapes the city’s investment offer and enhances Krosno’s attractiveness to investors..</li> </ul>

Assessment of the results of implemented innovations	<ul style="list-style-type: none"> <li>Development of proposals for revitalizing the Old Town Hill and promoting the city, contributing to enhancing the cultural and entertainment offer for residents and the development of the tourism sector.</li> </ul> <p>The establishment of the Krosno Business Council serves as an example of successful cooperation that contributes to the growth of the city’s economic and social potential. Thanks to the involvement of local business leaders, the Council plays a significant role in shaping the city’s economic policy, creating an investment-friendly climate, and ensuring a high quality of life for residents.</p>
Costs incurred for pilot implementation	<p>The expenses incurred for the implementation of the project from 2022 to 2024 amounted to 17,120.25 PLN. Organizational costs accounted for 10,262.25 PLN, while 6,858.00 PLN was the cost of producing the promotional and informational film. The task can be carried out without the need for significant costs. Its essence lies in the contribution of work from the city authorities, municipal office staff, and engaged entrepreneurs.</p>
Recommendations for Entities Interested in Implementation	<p>Establishing a business council requires careful planning, setting clear goals, and perseverance. In Krosno, the open recruitment formula has proven to be highly effective. This approach ensures that the Council comprises entrepreneurs who are eager to contribute to the local community and represent a wide range of industries, diverse experiences, and perspectives.</p> <p>On one hand, personal involvement of city authorities is crucial, while on the other hand, participation of staff members responsible for specific issues in the city hall facilitates effective information exchange, mutual understanding, and ensures appropriate pacing in implementing various initiatives.</p> <p>It’s important to be open to feedback and provide Council members with regular feedback on the formulated proposals. Additionally, regularly informing residents about the Council’s work and its outcomes helps build public trust in collectively undertaken actions.</p>

**Level 3: Attachments – Documentation of Pilot Implementation of the Innovation** photos, videos, presentations, document templates, procedures, etc.) – it will be linked to the description of the good practice.

Description of Document/ Material	Link or Name of Attached File
1) Informational Film about the Activities of the Krosno Business Council	
2) Website	
3) Decree of the Mayor of the City of Krosno regarding the establishment of the Krosno Business Council	 



**GOOD PRACTICE DESCRIPTION SHEET**

<b>Practice Name</b>	<b>Organization of dual degree courses in the field of automation and robotics</b>
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**Level 1: Summary description of the Good Practice**

<b>Overall description</b>	Dual studies in automation and robotics at the State Academy of Applied Sciences in Krosno are a response to the needs of the local job market, related to the availability of highly qualified workers. The main assumption of dual education is the alternating acquisition of theoretical knowledge at the university and practical skills in companies, in a real work environment. Graduates with an engineering degree are well-prepared to enter the job market and often have the opportunity for employment in companies where they completed their internships.
<b>Good Practice Metric</b>	<p>Dual studies in automation and robotics were introduced in 2021.</p> <p>Name of the entity that introduced the innovation (was the leader in the partnership): State Academy of Applied Sciences in Krosno</p> <p>Address of the entity that introduced the innovation: Rynek 1, 38-400 Krosno</p> <p>Contact person in the above unit (first name, last name): Eng. Radosław Kruk</p> <p>Contact person’s phone number, email address: +48 13 43 755 70, <a href="mailto:radoslaw.kruk@pans.krosno.pl">radoslaw.kruk@pans.krosno.pl</a></p> <p>Website address of the entity that implemented the solution (if available): <a href="https://pans.krosno.pl/">https://pans.krosno.pl/</a></p>

**Level 2: Full presentation of the Good Practice**

*The purpose of the full presentation of Good Practices is to enable the reader to make a preliminary decision on whether to engage in the replication process (to familiarize the user of the base with the mechanism of the proposed innovation, the procedure for its implementation and the balance of expenses incurred and benefits achieved).*

<b>Initial diagnosis of the situation</b>	<p>Preparing the workforce for the local job market is one of the most significant challenges in ensuring sustainable socio-economic development. A crucial partner for the city and entrepreneurs in addressing this issue is the State Academy of Applied Sciences in Krosno. Before embarking on the project, the university already had experience in organizing dual studies in other technical fields. Numerous signals from entrepreneurs indicated that innovative approaches to education needed strengthening and development. Over 50% of surveyed companies expressed concerns about the availability of workers. Additionally, over 60% of surveyed youth from post-secondary schools indicated inadequate opportunities for continuing education in Krosno, which encouraged them to leave the city. Modern studies in future-oriented professions, the opportunity to acquire practical skills and gain experience in companies, as well as the prospect of future employment, constitute an attractive offer for the youth of Krosno and its surroundings. They also address the needs of the local business community and are one of the most significant elements of the offer for new investors. The city seeks to attract them to stimulate the creation of attractive, well-paying jobs that will attract residents to Krosno and contribute to reversing negative migration trends.</p>
<b>Description of the Innovation and Its Implementation Process</b>	<p><b>Selection of the field of study and determination of the program concept</b></p> <p>Analysis and consultations with the socio-economic environment indicated the need to launch the Automation and Robotics program, which corresponded with the existing labor market demand for highly skilled workers capable of operating in industrial plants across various sectors, where modernization and automation processes are implemented. The compatibility analysis of the intended learning outcomes with the needs of the job market was conducted based on:</p> <ul style="list-style-type: none"> <li>• Opinions of external stakeholders, including members of the Institute of Technology Council;</li> <li>• Public institutions;</li> <li>• Numerous meetings and consultations with representatives of the local job market;</li> <li>• Feedback and suggestions from students;</li> <li>• Analysis of alumni opinions within the alumni career monitoring program.</li> </ul> <p>The program concept of the Automation and Robotics course aims to equip graduates, during seven semesters of engineering studies, with professional competencies, advanced</p>

Description of the Innovation and Its Implementation Process

technical knowledge, and skills in logical, constructive, and forward-thinking, including balanced decision-making, accurate reasoning, as well as innovative initiatives in solving complex technical problems, combined with the ability to collaborate with people and assume appropriate roles in a team.

The organization principles of dual studies are regulated by a tripartite agreement concluded between the State Academy of Applied Sciences in Krosno, industrial partners, and students. The first semester of study takes place solely at the university, as during this period, students acquire the necessary knowledge and skills for internships. From the second to the seventh semester, students alternate between attending classes at the university and undergoing internships in companies, following the schedule: 3 days at the university, 2 days in the enterprise (2nd – 6th semester), and continuously (7th semester). For students, alternating between company and university activities provides an opportunity to gain experience in their field of study and soft skills. Dual students, through the opportunity to deepen the learning outcomes during internships in a work environment directly related to their field of study, better prepare themselves for performing assigned professional tasks, and the qualifications gained during classes enhance their competitiveness in the job market.

Krosno-based industrial companies, including Splast Sp. z o.o. (plastics manufacturer), Nowy Styl Sp. z o.o. (chair manufacturer), and BWI Poland Technologies Sp. z o.o. (shock absorber manufacturer), have joined the collaboration in organizing dual studies.

**Development of the educational program with the involvement of entrepreneurs**

An important preparatory stage was the development of the dual study program. This program was extensively consulted with the socio-economic environment. Partner companies participated in the process of adapting the study program to the new form of education and also declared support in the didactic process by providing highly qualified staff to conduct practical classes.

**Promotion and recruitment**

The new study program is widely promoted among high school students, especially technicians from Krosno and its surroundings. Recruitment is based on a competition for high school leaving certificates. Without the recruitment process, winners and finalists of central and district olympiads in mathematics, physics, informatics, and technical knowledge can apply for admission to studies.

**Professional internships in companies**

Dual studies are characterized by an increased number of hours of professional internships, which take place in partner companies. Throughout the study cycle, each student is granted 960 clock hours of internships. They are conducted under the supervision of a designated workplace mentor, who oversees their progress, directs their work, assesses their attitude, involvement, and acquired knowledge, and assigns grades at the end of each semester. Workplace mentors from employers were selected through a competitive procedure. The university also appoints a designated mentor to supervise the internships.

**Scholarship Program**

The university has introduced a scholarship system awarded for academic achievements, granted to the best students based on a competition. Scholarships were funded as part of the project as a significant motivational element, increasing young people’s interest in this field of study.





**Study visits**

Students of the program regularly participate in study trips, which are an integral part of their education. Participants of such trips supplement and broaden their academic and practical knowledge, acquiring comprehensive education, highly valued by employers today. The trips are directly related to specific job positions and prepare students for the challenges posed by the modern, highly demanding job market. As part of the project, students visited, among others, the Industrial Institute of Automation and Measurements in Warsaw and the research and development centers of leading industrial companies.



<p><b>Assessment of the results of implemented innovations</b></p>	<p>The implementation of the innovation regarding the organization of dual studies at the State Academy of Applied Sciences in Krosno has yielded significant results. These include high-quality student education and increased competitiveness in the job market, as well as opportunities for employers to acquire workers with practical skills and competencies in the field of automation and robotics.</p> <p>The university’s program has been gaining popularity among secondary school graduates year by year. Currently, about 50 students are enrolled in the Automation and Robotics program.</p> <p>The organization of dual studies represents a significant step in aligning education with the needs of the job market and strengthening the relationship between the university and the industrial sector. Thanks to this initiative, the university plays a crucial role in preparing future leaders and innovators in the field of automation and robotics, while local entrepreneurs from various manufacturing sectors gain a valuable partner for collaboration, open to their needs and suggestions.</p>
<p><b>Costs incurred for pilot implementation</b></p>	<p>The expenses incurred for the implementation of the project amounted to 202,978.31 PLN. Approximately 73% of this amount consisted of scholarships for students. The project funds also covered the costs of developing the dual studies program, organizing study trips, and remunerating internship supervisors on the employer and university sides.</p>
<p><b>Recommendations for Entities Interested in Implementation</b></p>	<p>The most important aspects of organizing dual studies, regardless of the field, include:</p> <ul style="list-style-type: none"> <li>• Conducting a detailed analysis of the local job market and the needs of businesses.</li> <li>• Establishing close cooperation with external stakeholders in shaping the direction, particularly in adapting the curriculum to market needs and organizing internships in companies.</li> <li>• Employing lecturers with relevant experience, practical knowledge, and openness to implementing innovations in education.</li> <li>• Providing financial support for students, which can play a significant motivational role and attract new students.</li> <li>• Actively promoting the program among high school students using modern communication channels. Regularly monitoring and evaluating the effectiveness of education, adjusting the curriculum to changing conditions.</li> </ul>

**Level 3: Attachments – Documentation of Pilot Implementation of the Innovation** photos, videos, presentations, document templates, procedures, etc.) – it will be linked to the description of the good practice.

Description of Document/ Material	Link or Name of Attached File
1) Website for the Automation and Robotics Program	
2) Curriculum for the Automation and Robotics Program	
3) Professional Internship Program	
4) Scholarship Award and Payment Regulations	

**GOOD PRACTICE DESCRIPTION SHEET**

<b>Practice Name</b>	<b>„Sami o Sobie” – Youth Activity Center in Krosno</b>
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**Level 1: Summary description of the Good Practice**

<b>Overall description</b>	The Youth Activity Center is a space where young people from Krosno and the surrounding area can spend time, get involved and carry out their own initiatives. The center was formed with the full participation and involvement of young people, the youth who can benefit from this space.
<b>Good Practice Metric</b>	Youth Activity Center was opened on October 10, 2023, at 10:10 AM (the process of preparing the investment and its implementation took about 1.5 years). Name of the entity that implemented the innovation (was the leader in the partnership): the Municipality of the City of Krosno Address of the entity that implemented the innovation: ul. Lwowska 28a, 38-400 Krosno Contact person in the above unit (name, surname): Ewelina Jurasz, Director of BWA Contact phone number, email address of the contact person: +48 13 43 26 187, dyrektor@bwakrosno.pl Website address of the entity that implemented the solution (if available): <a href="https://www.bwakrosno.pl">https://www.bwakrosno.pl</a> and <a href="https://camkrosno.pl">https://camkrosno.pl</a>

**Level 2: Full presentation of the Good Practice**





*The purpose of the full presentation of Good Practices is to enable the reader to make a preliminary decision on whether to engage in the replication process (to familiarize the user of the base with the mechanism of the proposed innovation, the procedure for its implementation and the balance of expenses incurred and benefits achieved).*

<b>Initial diagnosis of the situation</b>	Krosno is facing a growing depopulation issue, particularly the outflow of young people. This is mainly due to the issue of pursuing higher education outside of Krosno and a limited tendency to return after completing studies. Research conducted a few years ago among students from Krosno’s secondary schools and those studying at the local university, involving 775 young respondents, confirmed that Krosno is not perceived as an attractive place for young people. They see Krosno as a place that does not offer them opportunities for development, nor does it provide an interesting space to pursue their passions and interests. This is one, though certainly not the only reason, why young people are increasingly less likely to identify with Krosno and why it’s easy for them to decide to leave the city. „More clubs, meeting places for young people, cultural and entertainment events for young people” – these are the most frequently mentioned dreams of young people regarding Krosno (171 mentions in an open-ended question from a 2020 survey on the educational and career plans of youth). Other studies have indicated that Krosno lacks meeting places for youth, with only 2% of surveyed youth spending their free time in Krosno by engaging in social organizations. The lack of interest among young people in the fate of the city, their limited activity, lack of interests, and limited interaction among young people are conclusions drawn from a focus group study with local leaders.
<b>Description of the Innovation and Its Implementation Process</b>	The premise that accompanied the project from the very beginning was that the future users of this place should have a fundamental influence on shaping its form. The choice of location was not random, immediately creating a real chance for the planned place to be vibrant and serve young people. The premises for the future Center were selected in a tenement house on the Market Square in Krosno, with the additional advantage of being directly adjacent to the State Academy of Applied Sciences. From the very beginning, future users of this place, namely the youth of Krosno, were involved in shaping the form, functionality, and operating principles of the future Center. The invitation to this process was wide, but the main burden of creating this concept was taken on by the Youth Activity Center in Krosno. This group – consisting of about 15 people - played the most significant role in developing the principles of the future Center and, based on the indicated functions of the place, proposed the final layout of the rooms and its equipment to the local government and the team of architects. The finalized design concept underwent consultations with the youth once again, who could contribute their comments and suggestions at this stage as well. An extremely important moment in shaping the final concept of the Center was the selection of equipment and appliances – this stage also involved the future users, and they had the decisive voice in such matters as the choice of furniture, equipment, interior color scheme, down to seemingly minor details such as coffee makers or cups.

<p><b>Description of the Innovation and Its Implementation Process</b></p>	<p>The construction work lasted nearly 1.5 years, closely monitored and supervised (to the extent allowed by the construction conditions) by the future users, who couldn't wait to have their place in Krosno.</p> <p>The opening of YAC took place on October 10, 2023, when young residents of Krosno, in a colorful procession, took possession of their new place on Earth. The mission of this place is a strong belief that young people have the right to self-determination not only in their lives but also in the functioning of the city.</p> <p>The Youth Activity Center covers nearly 214 m<sup>2</sup> of modernly furnished basements in the heart of Krosno. It is a place where you can come and make yourself a coffee or tea, sink into soft bean bags with a book, hang your own paintings on the wall or admire the works of other young people, use a small theater stage for rehearsals of your play, performance, recital, or come and watch the achievements of others. You can also use the workshop room and meeting space. You can finally arrange to meet with friends and spend time here in the company of acquaintances and peers.</p> <p>The use of the Center space is completely free. Young people bear the sole responsibility for maintaining order, cleaning, etc. Furthermore, the rules of operation at the Center and responsibility were developed by the youth themselves and are their own commitment, which they also enforce on the users. Importantly, as emphasized by those responsible, the relationships within this space – in many different dimensions, not only organizational – are based on a high level of trust among all responsible individuals and users of the offerings that the Center and this space provide. The Center is open to young people from Monday to Friday from 12:00 to 20:00 and on Saturdays from 14:00 to 20:00. To come here and meet with peers, spend time, there is no need to signal such a need in advance – the space is open and available. However, to use larger spaces – workshop, theater, or to guarantee exclusive access to other spaces (gallery, reading room, café), you need to reserve a place and time through the YAC website.</p> <p>The Center is also a place where, with the involvement of tutors, young people can receive support according to their interests, predispositions, and abilities. The motto of the Center is to support young people in personal development, entrepreneurship, and discovering their strengths. This is facilitated by projects and educational activities carried out by the Center, as well as individual tutoring and psychological consultations dedicated to young people.</p>
<p><b>Assessment of the results of implemented innovations</b></p>	<p>In about six months of YAC operation, over 6,000 „unique” individuals – not only from Krosno but also from surrounding areas – visited the Center. They came either as part of organized artistic activities, seeking support, or simply to meet friends, read books, play games, study together, or just have a coffee, which young people usually replenish (most often) on their own.</p> <p>Has the establishment of this place changed and will it change the demographic situation in Krosno and stop the outflow of young people from the city? No. Has the establishment of this place made and continues to make Krosno more friendly to young people and their needs? Definitely yes. Day by day, it creates opportunities and stimulates their creativity, gives a sense of having „their own place on Earth,” is a meeting place for young people with other young people, young people with art, but also young people with adults who will listen, support, advise, sometimes gently open closed doors and show another way, always leaving the choice to the young person.</p>
<p><b>Costs incurred for pilot implementation</b></p>	<p>The total costs of preparation, investment works, and the implementation of all soft activities added up to a total of 4,431,003.83 Polish złoty, with funding of 4,228,322.54 złoty (NFM: 3,594,074.15 zł, SB: 634,248.39 zł), and the municipality's own funds from the City of Krosno amounting to 202,681.29 złoty.</p> <p>The value of the investment alone is 3,864,443.03 złoty, of which the funding from the Norwegian Financial Mechanism amounted to 3,112,497.47 złoty, funding from the State Budget: 549,264.27 złoty, and from the municipality's own funds from the City of Krosno: 202,681.29 złoty.</p>

<p><b>Recommendations for Entities Interested in Implementation</b></p>	<p>Places for youth activity can be established in all cities, which seems particularly important in small and medium-sized cities where the offering dedicated to these groups is poorer than in larger cities.</p> <p>Main elements during the creation of such a place include:</p> <ul style="list-style-type: none"> <li>– Designing and planning the space with future users, which does not mean the absence of involvement in this process by experienced individuals who are not only able to rationalize certain needs or frame them but also to identify threats or even formal limitations.</li> <li>– Location – it should be situated where there are naturally many young people, with good access, not on the outskirts of the city. It is important for it to be a separate facility, not a room at school or a cultural center, so that young people have easy access, do not feel checked or controlled, and actually feel at home.</li> <li>– Selection of tutors and animators who accompany young people. Tutors provide mentoring and support for young people, offering individual counseling and assistance in problem-solving. They are available primarily to listen and support young people in their challenges. They also serve as inspiring leaders who motivate young people to achieve goals and encourage active participation in the life of the city and the local community. A very important aspect of the work of tutors is to create a safe and friendly environment in which young people can develop, share their experiences without fear of criticism or exclusion.</li> <li>– Proper placement of such a place in the structure of municipal units. In Krosno, the Youth Activity Center is one of the departments of the Bureau of Art Exhibitions (BWA), which is an art gallery and an open meeting place for creative people of all ages. We were convinced that the experience of the people leading and working in the BWA would guarantee the development of the Center in openness to the needs of young people.</li> <li>– Designing and budgeting funds for activities – it is worth doing it in a maximally open manner. To plan in a way that either does not strongly impose specific activities but only creates a framework, or in a way that allows for easy reinforcement of some activities while limiting others.</li> </ul>
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**Level 3: Attachments – Documentation of Pilot Implementation of the Innovation** photos, videos, presentations, document templates, procedures, etc.) – it will be linked to the description of the good practice.

Description of Document/ Material	Link or Name of Attached File
1) YAC's social media page	
2) Film from the opening of YAC	
3) Film – a walk through YAC	
4) Film – Youth CAMp Krosno 2024 (Centrum Aktywności Młodzieży-Youth Activity Center)	



fol. Damian Krzanowski



fol. Damian Krzanowski



FOT. DAMIAN KRZANOWSKI

**GOOD PRACTICE DESCRIPTION SHEET**

<b>Practice Name</b>	<b>Bilateral cooperation between the City of Krosno and the Municipality of Øygarden as part of the project „We Create+Develop+Revitalize+Stimulate+Outline+Transform=KROSNO”</b>
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**Level 1: Summary description of the Good Practice**

<b>Overall description</b>	<p>On January 31, 2023, the City of Krosno signed a partnership agreement for bilateral cooperation with the Norwegian Municipality of Øygarden to implement the project titled „We create + we develop + we revive + we stimulate + we outline + we change = KROSNO”, co-financed by the Norwegian Financial Mechanism 2014–2021 and the state budget, implemented under the Local Development Program.</p> <p>The cooperation took place in the following areas:</p> <ul style="list-style-type: none"> <li>• Theme 1: Modern education and active involvement of children and youth (study visit to Poland, study visit to Norway, 4 online meetings).</li> <li>• Theme 2: Implementation of accessibility standards (study visit to Norway).</li> <li>• Theme 3: Civic participation in decision-making processes (study visit to Poland, 2 online meetings).</li> </ul>
<b>Good Practice Metric</b>	<p>Name of the entity that introduced the innovation (was the leader in the partnership): City of Krosno</p> <p>Address of the entity that introduced the innovation: 28a Lwowska Street, 38-400 Krosno</p> <p>Contact person at the above-mentioned unit (first name, last name): Miranda Trojanowska</p> <p>Head of the City Development and Investor Service Department at the Krosno City Hall</p> <p>Contact phone number, email address of the contact person: +48 13 47 43 301, trojanowska.miranda@um.krosno.pl</p> <p>Website address of the entity that implemented the solution (if available): www.krosno.pl</p>

**Level 2: Full presentation of the Good Practice**

*The purpose of the full presentation of Good Practices is to enable the reader to make a preliminary decision on whether to engage in the replication process (to familiarize the user of the base with the mechanism of the proposed innovation, the procedure for its implementation and the balance of expenses incurred and benefits achieved).*

<b>Initial diagnosis of the situation</b>	<p>The cooperation between the City of Krosno and the Norwegian municipality of Fjell began in 2008 with the joint implementation of the project „Creating a Synergy Effect through Simultaneous Implementation of Prevention and Health Promotion Programs and Comprehensive Perinatal Care,” funded by the Norwegian Funds. The project involved equipping the departments of the Subcarpathian Voivodeship Hospital in Krosno and examining tens of thousands of children from schools and kindergartens in Krosno. In 2013, the City of Krosno signed an official partnership agreement with the Municipality of Fjell. Afterward, additional joint projects were carried out involving youth exchanges (e.g., „From Blackboard to Tablet”), and representatives of both local governments visited each other.</p> <p>On January 1, 2020, three neighboring Norwegian municipalities—Fjell, Sund, and Øygarden—were merged into one municipality called Øygarden. The partnership agreement signed in January 2023 regarding the joint implementation of the project „Creating + Developing + Energizing + Stimulating + Sketching + Changing = KROSNO” was the first joint action of Krosno carried out with the merged Øygarden Municipality.</p> <p>The Local Development Program, under which the project „Creating + Developing + Energizing + Stimulating + Sketching + Changing = KROSNO” was implemented, aimed to achieve three main goals:</p> <ul style="list-style-type: none"> <li>• Improving the quality of life in small and medium-sized Polish municipalities,</li> <li>• Better adaptation of local administration to the needs of its citizens,</li> <li>• Improving cooperation between Polish entities and Donor States institutions involved in the project.</li> </ul> <p>Even during the preparatory work on the „K + R + O + S + N + O” project, it was decided that any bilateral cooperation with a Norwegian partner in this project would focus on the three most important areas for the City of Krosno:</p>
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<p><b>Initial diagnosis of the situation</b></p>	<p>1) Education and activation of school youth and students,                  2) Accessibility,                  3) Governance and citizen participation in decision-making processes.</p> <p>These areas were incorporated into the partnership agreement with the Municipality of Øygarden for the implementation of the „K + R + O + S + N + O” project.</p>
<p><b>Description of the Innovation and Its Implementation Process</b></p>	<p><b>1) Study visit of a foreign delegation from Norway to Krosno on August 16–20, 2023, regarding the implementation of Theme 3. Citizen participation in decision-making processes:</b></p> <ul style="list-style-type: none"> <li>– The visit involved 5 people: representatives from the Øygarden Municipality – local government officials and non-governmental organizations operating within the municipality.</li> <li>– The aim was to exchange experiences and best practices in the cooperation between local government and non-governmental organizations, as well as to establish a network of cooperation among non-governmental organizations.</li> <li>– The first event organized during the visit was a conference titled „Local Initiatives Forum,” during which the model of cooperation between the City of Krosno and non-governmental organizations was presented, along with showcasing best practices from the following non-governmental organizations: Krośnieński Uniwersytet Trzeciego Wieku, Fundacja Lanka, Towarzystwo Przyjaciół Dzieci. Additionally, the Norwegian delegation presented the activities of selected non-governmental organizations operating within the Øygarden Municipality and presented methods of engaging residents in the preparation of the Master Plan for the Øygarden Municipality.</li> <li>– The Norwegian guests had the opportunity to familiarize themselves with the activities of non-governmental organizations in Krosno by visiting the headquarters of Fundacja GraTy, Fundacja Wielkie Serce dla dzieci, Środowiskowy Dom Samopomocy w Krośnie, and Centrum Wspierania Organizacji Pozarządowych.</li> <li>– Another event was a conference titled „Citizen Participation in Decision-Making Processes,” which was attended not only by the Polish and Norwegian sides but also by representatives of Krosno’s Partner Cities from Ukraine, Germany, Italy, and Hungary participating in the annual Carpathian Climates Festival organized by the City of Krosno.</li> </ul> <p><b>2) Study visit of a Polish delegation to Norway on September 18–21, 2023, regarding the implementation of Theme 2. Implementation of accessibility standards:</b></p> <ul style="list-style-type: none"> <li>– The visit involved 6 representatives from the City of Krosno – 4 employees of the Krosno City Hall and 2 representatives from organizational units of the Municipality (Primary School No. 14 with Sports and Integration Departments in Krosno; Municipal Family Support Center in Krosno).</li> <li>– The aim of the study visit was to exchange experiences and best practices in the implementation of accessibility standards for people with special needs, including solutions applied in Norway in the field of accessibility, increasing knowledge and competencies in providing services to people with special needs, and activities aimed at the social integration of people with disabilities.</li> <li>– During the visit, the Krosno delegation toured public utility facilities in terms of accessibility: administrative building (Øygarden Municipality – Øygarden Rådhus in Straume), social welfare/health center (Local Medical Center in Straume), educational building (Primary School in Tjeldstø), sports and cultural facilities (Sotra Arena and Hjeltefjorden Arena).</li> <li>– At a meeting with representatives of the Øygarden municipality, actions taken to implement accessibility standards in the Øygarden Municipality were presented.</li> </ul> <p><b>3) Study visit of youth from Øygarden to Krosno on February 18–22, 2024, regarding the implementation of Theme 1. Modern education and active involvement of children and youth:</b></p> <ul style="list-style-type: none"> <li>– The participants of the visit were 8 representatives from the Norwegian Øygarden Municipality: five students and three teachers from Fjell Ungdomsskole.</li> <li>– The aim of the visit was to exchange experiences and best practices regarding youth civic participation, improving communication standards between local government and young communities, and methods of engaging youth in decision-making processes.</li> </ul>

Description of the Innovation and Its Implementation Process

- The Norwegian delegation, along with a group of Krosno youth, participated in meetings and workshops at the Centrum Aktywności Młodzieży in Krosno. Polish youth presented youth initiatives from the Wake Up Your City program and shared information about programs and activities available for youth at the Youth Activity Center.
  - Workshops with European Solidarity Corps volunteers from the Office of Art Exhibitions and Erasmus students from the State School of Applied Sciences in Krosno on the potential of international cooperation were an opportunity to exchange ideas for joint youth projects.
  - The Norwegian guests visited the Glass Heritage Center, where they observed the work of glassmakers and independently made glass objects at the glass furnace, as well as the Ethnocenter of the Krośnieńska Land, where they had the opportunity to learn about the region's culture and participate in culinary workshops – making pierogi together.
  - The group from Øygarden also visited two schools: I Liceum Ogólnokształcące z Oddziałami Dwujęzycznymi im. Mikołaja Kopernika in Krosno and Zespół Szkół Mechanicznych im. Stanisława Staszica in Krosno. The purpose of the meetings was to establish contacts between schools allowing for cooperation in student exchange programs under the Erasmus program.
  - On the last day of the visit, the Norwegian delegation, along with representatives from the Office of Art Exhibitions, met with the Mayor of Krosno, his deputy, and representatives of the Krosno City Hall.
- 4) Study visit of Krosno youth to Øygarden on March 5–8, 2024, regarding the implementation of Theme 1. Modern education and active involvement of children and youth:**
- The participants of the visit were five young volunteers from the Centrum Aktywności Młodzieży in Krosno, students from Krosno's secondary schools, and two teachers from Krosno's music school.
  - The four-day visit was filled with meetings with interesting people and visits to inspiring places, which gave Polish youth the opportunity to observe innovative solutions and observe best practices in engaging youth, civic participation, but also environmental protection.
  - The visit to a Norwegian salmon farm – Blom Fiskeoppdrett was not only very educational but also highly exciting. Similarly, the visit to the Northern Lights, where the youth learned about innovative solutions in environmental protection and carbon dioxide emission reduction, provided an opportunity to tour the company's premises.
  - The testing of the Spildepollen sykkelpark – a pump track built on the initiative of the local community, providing free access to equipment for local youth, offered typical youth entertainment.
  - The Basecamp Repro sparked great interest among the Polish group. It's a place where youth in crisis can take up temporary jobs in bike servicing, sewing, or printing. The facility also serves as a food cooperative, offering support to the local community.
  - The Polish delegation was intrigued to observe the MOT in action, which are workshop sessions for youth conducted in schools during daily lessons aimed at boosting self-esteem among the youth.
  - The youth from Krosno also had the opportunity to meet representatives of the Youth Council of the Øygarden Municipality, exchanging insights into the lives and activities of young people.



<p><b>Description of the Innovation and Its Implementation Process</b></p>	<p><b>5) Online Meetings:</b></p> <ul style="list-style-type: none"> <li>– The final activity carried out as part of the bilateral cooperation was the organization of six online meetings providing advisory and expert support.</li> <li>– The aim of these meetings was to exchange experiences and best practices in the following areas: Theme 1. Modern education and active involvement of children and youth, and Theme 3. Citizen participation in decision-making processes:</li> <li>– Key topics of the online meetings included:             <ul style="list-style-type: none"> <li>✓ How schools in Øygarden encourage students to pursue vocational education and how the education system influences their choice of vocational training;</li> <li>✓ How the Øygarden Municipality utilizes digital technology in primary schools;</li> <li>✓ Methods for motivating student engagement (mathematics, STEM subjects, and programming);</li> <li>✓ How schools in Øygarden collaborate with the local job market (and academic environment) to generate interest and link the local job market with practical education;</li> <li>✓ The model of partnership and cooperation for business development in the Øygarden Municipality;</li> </ul> </li> <li>– The online meetings were attended by representatives of the Norwegian local government, employees of the Øygarden Municipality Office, teachers from local schools, and local entrepreneurs. On the Polish side, participants included representatives from the Krosno local government, employees of the Krosno City Hall, directors and teachers from Krosno schools, lecturers and staff from the State School of Applied Sciences in Krosno, and local entrepreneurs.</li> </ul>
<p><b>Assessment of the results of implemented innovations</b></p>	<p>The collaboration between the City of Krosno and the Norwegian Municipality of Øygarden under the agreement for the implementation of the „K+R+O+S+N+O” project has strengthened and revitalized the ties between the partner municipalities. This has contributed to achieving one of the main goals of the Local Development Program, which is to improve cooperation between Polish entities and institutions from Donor States involved in the project.</p> <p>Both study visits and online meetings provided an excellent opportunity for the exchange of experiences and best practices, benefiting the communities of both municipalities. Becoming familiar with interesting Norwegian solutions in areas such as youth activation, social participation, building trust in public institutions, and accessibility has increased awareness in these areas and inspired the implementation of similar solutions and improvements in Krosno.</p> <p>Establishing contacts between schools may result in lasting cooperation in creating international projects and student exchanges. Furthermore, the revitalization of contacts between the local governments of Krosno and Øygarden gives hope for the continuation of joint initiatives.</p>
<p><b>Costs incurred for pilot implementation</b></p>	<p>The total budget for the bilateral cooperation under the project amounted to 150,000 euros (as per the partnership agreement dated January 31, 2023).</p>
<p><b>Recommendations for Entities Interested in Implementation</b></p>	<p>For the smooth implementation of bilateral cooperation, maintaining constant contact between representatives of both local governments is extremely important. These representatives are directly involved in the cooperation, responsible for it, and coordinate all tasks. In addition to careful planning of activities, flexibility to changes that may arise at any stage is crucial. In the case of youth visits, special attention must be paid to the safety of the participants.</p>

**Level 3: Attachments – Documentation of Pilot Implementation of the Innovation** photos, videos, presentations, document templates, procedures, etc.) – it will be linked to the description of the good practice.

Description of Document/ Material	Link or Name of Attached File
<p>1) Presentation by representatives of Øygarden during the Local Initiatives Forum in Krosno, August 2023. Photo: Krosno City Hall</p>	<p style="text-align: center;">Link or Name of Attached File</p>  <p style="text-align: left;"><i>Foto. 1</i></p>
<p>2) Visit of representatives from Krosno to Øygarden, Local Medical Center in Straume, September 2023. Photo: Silvia Haugland</p>	 <p style="text-align: left;"><i>Foto.2</i></p>
<p>3) Visit of youth from Øygarden to Krosno, meeting with Mayor Piotr Przytocki and his Deputy Tomasz Soliński, February 2024. Photo: Krosno City Hall</p>	 <p style="text-align: left;"><i>Foto. 3</i></p>
<p>4) Visit of youth from Krosno to Øygarden, meeting with Mayor Tom Georg Indrevik and his Deputy Anita Garlid Johannessen, March 2024. Photo: Silvia Haugland</p>	 <p style="text-align: left;"><i>Foto.4</i></p>
<p>5) Video from the visit of the Norwegian delegation to Krosno in February 2024 prepared by volunteers from the European Solidarity Corps from the Office of Artistic Exhibitions.</p>	

**GOOD PRACTICE DESCRIPTION SHEET**

<b>Practice Name</b>	<b>Shaping organizational culture based on values.</b>
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**Level 1: Summary description of the Good Practice**

<b>Overall description</b>	<p>„The values-based management model is intended to facilitate better implementation of the mission and vision of the Krosno City Office, as defined in the City’s Strategy:</p> <p>Mission of the Krosno City Office:</p> <p>„To enhance the quality of life for residents by shaping conditions for economic development, ensuring an attractive urban environment, offering high-quality public services, and strengthening the city’s position as a leading center in the Podkarpackie Voivodeship.”</p> <p>Krosno Vision for 2030:</p> <p>„In 2030, Krosno is a city of opportunities, where young people see their future. Our strengths include a strong, modern economy, green and attractive public spaces, rooted in tradition and culture. In 2030, Krosno is a city attractive to people of all ages and stands out as a leading urban center in the region.”</p> <p>The goal of implementing the „Values-Based Management Model” is to continuously improve the operation of the Office as an employer, so that the Krosno City Office becomes an increasingly better workplace that aligns with the developed vision.”</p>
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<b>Good Practice Metric</b>	<p>„The ‚Values-Based Management Model at the Krosno City Office’ was introduced by Order No. 2306/23 of the Mayor of Krosno dated December 27, 2023.</p> <p>Name of the entity that introduced the innovation (was a leader in the partnership): Municipality of the City of Krosno</p> <p>Address of the entity that introduced the innovation: 28a Lwowska Street, 38-400 Krosno</p> <p>Contact person at the above-mentioned unit (name, surname): Andrzej Lula, Secretary of the City of Krosno</p> <p>Contact person’s phone number, email address: +48 3 47 43 201, sekretarz.miasta@um.krosno.pl</p> <p>Website address of the entity that implemented the solution (if available): <a href="https://krosno.pl/">https://krosno.pl/</a></p>
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**Level 2: Full presentation of the Good Practice**

*The purpose of the full presentation of Good Practices is to enable the reader to make a preliminary decision on whether to engage in the replication process (to familiarize the user of the base with the mechanism of the proposed innovation, the procedure for its implementation and the balance of expenses incurred and benefits achieved).*

<b>Initial diagnosis of the situation</b>	<p>The Krosno City Office carries out tasks for the local community. The organizational culture prevailing in the office and the value system on which the organization is built have a direct impact on the quality and manner of task execution.</p> <p>In the diagnosis of institutional development, insufficient effectiveness of process management in local government was identified as a problem. One of the reasons for this state of affairs is cited as insufficient transparency, accuracy, and efficiency of procedures. This can result in a decrease in the quality of public services or internal conflicts within the organization.</p> <p>It was therefore necessary to systematically and orderly build organizational order, which will have a direct impact on the quality of organization functioning and the quality of services provided.</p> <p>There was a need to coordinate actions to develop the most important common values for the entire organization, review existing procedures, also in terms of the presence of values in them, with active participation of an external moderator.</p>
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Description of the Innovation and Its Implementation Process

The Managing by Values (MBV) model provides a general framework for continuous redesign of organizational culture, which generates shared commitment to inspire new projects. It is a leadership tool fundamentally designed to help achieve three goals:

- Better realization of the organization’s mission and vision, as well as its strategic goals, by building employee engagement.
- Simplifying the complex life of the organization and quickly adapting to continuous changes occurring at all levels of the organization and in its environment.
- Continuous improvement of the organization’s functioning in all its key areas of operation.

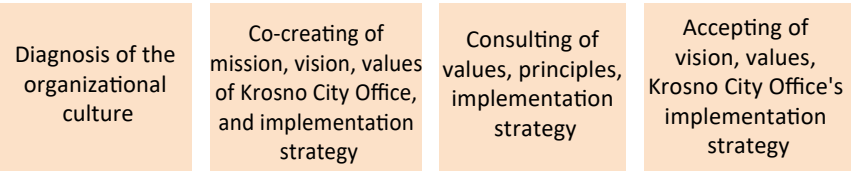
MBV is a systematic method of identifying and building engagement to achieve common goals based on shared values. This method allows for aligning the organization’s actions with established values<sup>1</sup>.

The implementation process of the „Managing by Values” model in the Krosno City Office consists of three main stages:

- Stage 1: Defining mission, vision, values – this stage has been completed and led to defining the mission, vision of the Krosno City Office, and a set of organizational values (under the name „Our Values”).
- Stage 2: Promoting values and management model – this stage has been completed.
- Stage 3: Aligning daily activities with values.

Details of the process stages are as follows:

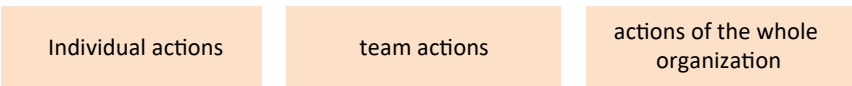
**Stage 1: defining mission, vision, values: participative process of agreeing on the values of the organization, behaviours and the process of its implementation?**



**Stage 2: Promoting values and management model based on them**



**Stage 3: Adapting daily activities to the values**



In progress: continuous improvement → bservation, evaluation, enhancement

<sup>1</sup> K. Blanchard i M. O’Connor, Zarządzanie przez wartości, 1997.

The participatively developed set of values of the Krosno City Office serves as a reference point for all managerial actions within the framework of implementing the „Managing by Values” model.



Description of the Innovation and Its Implementation Process

**THREE LEVELS OF IMPLEMENTING THE „MANAGING BY VALUES” MODEL IN THE KROSNO CITY OFFICE:**

**Organizational level of the Krosno City Office**

1. Participative development of the implementation plan for „Managing by Values” (MBV).
2. Promotion of values and MBV as per the plan.
3. Training in the MBV framework.
4. Implementation of projects aimed at enhancing the Krosno City Office based on values as per the plan.
5. Values in daily work:
  - Actions aligned with values,
  - Feedback and appreciation,
  - Conflict resolution utilizing values.
6. Periodic organizational culture surveys with a module focusing on the application of values in practice.

**Department/Team level:**

1. Improving the functioning of departments/teams (internally and interdepartmentally):
  - Periodic joint diagnosis,
  - SMART goals and improvement plan,
  - Plan execution and monitoring.
2. Values in daily work:
  - Actions aligned with values,
  - Mutual recognition of actions in line with values,
  - Feedback,
  - Conflict resolution using values.
3. Reminders of values and recognition (periodic and ad hoc).
4. Celebrating values within the team and integration.
5. Engagement in office projects for values.

<p><b>Description of the Innovation and Its Implementation Process</b></p>	<p style="text-align: center;"><b>Individual level:</b></p> <ol style="list-style-type: none"> <li>1. Individual improvement → ultimately, 270/360-degree developmental discussions incorporating values: <ul style="list-style-type: none"> <li>• Periodic self-assessment,</li> <li>• Feedback,</li> <li>• SMART goals and improvement plan,</li> <li>• Plan execution and monitoring.</li> </ul> </li> <li>2. Values in daily work: <ul style="list-style-type: none"> <li>• Actions aligned with values,</li> <li>• Feedback and appreciation,</li> <li>• Conflict resolution using values.</li> </ul> </li> <li>3. Engagement in office, department, team activities for enhancing values.</li> </ol>
<p><b>Assessment of the results of implemented innovations</b></p>	<p>The Managing by Values model at the Krosno City Office was developed during the implementation of the „House of Values – shaping organizational culture based on values” project. The implementation process began on January 1, 2024. Additionally, by order no. 2318/2023 of the Mayor of Krosno dated December 28, 2023, changes were made to the ordinance regarding the Organizational Regulations of the Krosno City Office, which included managing by values.</p> <p>Deeply rooted organizational values serve as a source of motivation for employees. When employees feel connected to the office’s values, they are more engaged in their work and strive to achieve common goals. Clearly defining values helps determine the direction and purpose of actions, enabling employees to make decisions in line with the institution’s long-term objectives.</p>
<p><b>Costs incurred for pilot implementation</b></p>	<p>The costs incurred for the implementation of the project in 2023 amounted to 46,277 zloty. The task can be carried out without the need for significant expenses. Its essence lies in the contribution of work from the city authorities and municipal employees.</p>
<p><b>Recommendations for Entities Interested in Implementation</b></p>	<p>Implementing values-based management in government offices can be challenging, but it can bring many benefits in terms of efficiency, employee engagement, and customer service. Here are some recommendations for offices looking to introduce values-based management:</p> <ul style="list-style-type: none"> <li>• <b>Define clear values:</b> Start by identifying the fundamental values you want to guide your organization with. These values should align with the mission and goals of the office and reflect the expectations of stakeholders such as residents, employees, and partners.</li> <li>• <b>Communicate values consistently:</b> Ensure that values are clearly communicated to all employees and stakeholders of the office. Use various communication channels such as meetings, training sessions, posters, or newsletters to convey the message about values and their significance.</li> <li>• <b>Integrate values into decision-making processes:</b> Make sure that values are an integral part of decision-making processes in the office. Employees should make decisions in line with established values, and values should be considered when developing policies, procedures, and projects.</li> <li>• <b>Engage employees:</b> Encourage employees to actively participate in shaping and promoting organizational values. Organize workshops, meetings, or working groups to collectively discuss values and their significance for daily work.</li> <li>• <b>Support leaders in promoting values:</b> Provide support to leaders in the office so they can effectively promote and implement values within their teams. Training on values-based management is also essential for managerial staff.</li> <li>• <b>Monitor progress and respond to challenges:</b> Regularly monitor progress in implementing values-based management and respond to any challenges. Take corrective actions if values are not consistently respected or if there are areas for improvement.</li> </ul>

**Recommendations for Entities Interested in Implementation**

- Be flexible and adaptive: Remember that the process of implementing values-based management may take time and require adaptation to change. Be flexible and open to feedback from employees and stakeholders to continue improving and developing organizational values.

**Level 3: Attachments – Documentation of Pilot Implementation of the Innovation** photos, videos, presentations, document templates, procedures, etc.) – it will be linked to the description of the good practice.

Description of Document/ Material	Link or Name of Attached File
1) Decree No. 2306/23 of the President of the City of Krosno dated December 27, 2023, regarding the implementation of the „Managing by Values Model” in the City Hall of Krosno.	
2) Decree No. 2318/2023 of the President of the City of Krosno dated December 28, 2023, amending the decree regarding the Organizational Regulations of the City Hall of Krosno.	

**GOOD PRACTICE DESCRIPTION SHEET**

<b>Practice Name</b>	<b>Participatory urban management</b>
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**Level 1: Summary description of the Good Practice**

<b>Overall description</b>	<p>In seeking ways to engage residents in the city planning and management process, overarching principles were formulated, defining the desired characteristics of communication and participatory actions in Krosno, called the Standards of Social Participation. These standards were developed during the implementation of the project titled „Dialogue of the Municipality with Stakeholders, Activation of Residents, and Increasing the Effectiveness of Participatory Action Methods,” culminating from over a year-long participatory process of discussion and work dedicated to communication and dialogue tools in Krosno, with active involvement from representatives of the local community. The basis for the development of these standards were the conclusions and recommendations outlined in the report „Communication, Dialogue, and Cooperation in Krosno,” presenting the opinions of Krosno residents regarding the quality of communication and cooperation with the Municipality. These were supplemented with examples of best practices from two municipalities – Gdynia and Dąbrowa Górnicza, where study visits were conducted with the participation of representatives from the Krosno Municipality. In the subsequent stage, the conclusions from the diagnosis were further developed during participatory workshops involving local leaders, representatives of non-governmental organizations, the Krosno City Hall, and District and Neighborhood Councils. They were then formulated into standards and recommendations, which, when implemented and followed by municipal employees and their subordinate units, will create a solid foundation for further developing conditions for active resident participation in decision-making about the city and building partnership relations between them and the municipality, thereby strengthening the foundation of local democracy.</p>
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<b>Good Practice Metric</b>	<p>The standards for public participation were developed between January 2023 and February 2024.</p> <p>Name of the entity that introduced the innovation (was the leader in the case of partnership): Municipality of the City of Krosno</p> <p>Address of the entity that introduced the innovation: 28a Lwowska St., 38-400 Krosno</p> <p>Contact person at the above-mentioned entity (name, surname): Michal Zelechowski, Inspector of the Department of Promotion and Tourism of the Krosno City Hall</p> <p>Phone number, e-mail address of contact person: +48 13 47 436 15, michal.zelechowski@um.krosno.pl</p> <p>Website address of the entity which has implemented the solution (if it has one): <a href="https://krosno.pl/">https://krosno.pl/</a></p>
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**Level 2: Full presentation of the Good Practice**

*The purpose of the full presentation of Good Practices is to enable the reader to make a preliminary decision on whether to engage in the replication process (to familiarize the user of the base with the mechanism of the proposed innovation, the procedure for its implementation and the balance of expenses incurred and benefits achieved).*

<b>Initial diagnosis of the situation</b>	<p>Insufficient stakeholder participation in city governance was one of the main problems in Krosno in 2020. This was mainly due to the lack of mandatory procedures for involving stakeholders in the planning and implementation of municipal investments, as well as insufficient competencies and lack of awareness among employees regarding effective conduct of social consultations and engagement of residents or other social groups (such as entrepreneurs, non-governmental organization representatives) in decision-making processes. Ineffective dialogue between the local government and stakeholders, on which social participation should be based, stemmed from the underutilization of existing tools, such as the Social Consultation Platform implemented in 2018.</p>
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<p><b>Initial diagnosis of the situation</b></p>	<p>This tool was used only for four consultations between 2018 and 2019, during which there was no response from residents on the platform. Additionally, the low engagement of residents in local affairs was primarily a result of residents’ lack of belief in the effectiveness of their initiatives, lack of trust in the local government, and the underutilized potential of local leaders.</p> <p>The introduction of standards of social participation is a response to the diagnosed problems and will contribute to increasing awareness of dialogue among both local government employees and stakeholders.</p>
<p><b>Description of the Innovation and Its Implementation Process</b></p>	<p>The standards of social participation were developed during activities carried out within the project titled „Dialogue between the local government and stakeholders, activation of residents, and increasing the effectiveness of participatory methods of action implementation.” These activities included:</p> <ul style="list-style-type: none"> <li>• Advisory services involving observation and support for the establishment of a task force and the development of members’ competencies in social communication and cooperation with residents,</li> <li>• Diagnosis and recognition of the local environment,</li> <li>• Study visits to cities that exemplify the idea of dialogue and cooperation, such as Gdynia and Dąbrowa Górnicza,</li> <li>• Implementation of participatory workshops with stakeholders, including local leaders, representatives of non-governmental organizations, the Krosno City Hall, and District and Neighborhood Councils,</li> <li>• Conducting training sessions to enhance stakeholders’ competencies in co-governing the city.</li> </ul> <p>The formulation of participatory standards for Krosno began with conducting a diagnosis of the current state, which involved assessing the quality of communication and cooperation with the City Hall by residents. The survey was conducted in the period from April to June 2023 and involved a total of 126 participants, including representatives of high school students, university students, non-governmental organizations, seniors, entrepreneurs, people with disabilities, District and Neighborhood Councils, and parents of primary school students.</p> <p>From the conducted survey, an image emerged of the needs of the local community with significant, albeit not fully utilized potential for social, civic, and entrepreneurial activities. Strengthening this potential through appropriately targeted municipal actions could contribute to improving the quality of life for residents and the development of the entire city.</p> <p>A report was produced based on the survey results, presenting an overview of the local environment and summarizing stakeholders’ opinions on communication, dialogue, and cooperation between the local government and the Krosno community, as well as their needs and expectations in this area.</p> <p>Another significant element of the preparatory process for implementing participatory management in Krosno was study visits to local governments with established good practices and innovative solutions in communication and cooperation with residents and non-governmental organizations, such as Gdynia and Dąbrowa Górnicza. Gdynia is recognized as one of the municipal leaders in social participation due to its consistent, long-standing efforts to involve residents in decision-making processes and develop innovative forms of social dialogue. In 2016, the „Laboratory of Social Innovations” (LIS) was established – a budget unit of the Gdynia City Hall responsible for managing and coordinating activities related to social participation, among other things. The establishment of such a unit, prioritizing actions that strengthen civic engagement, illustrates how important active and engaged residents are to Gdynia’s decision-makers. The development of this potential has been made possible through the implementation of numerous innovative projects by LIS, including the Urban Lab, the network of neighborhood centers „Przystań,” and the Exchange – the Youth Center for Social and Design Innovation. A team consisting of representatives of the Krosno City Hall visited all of these initiatives.</p>

<p><b>Description of the Innovation and Its Implementation Process</b></p>	<p>Efforts to develop civil society and increase the level of social capital in Dąbrowa Górnicza began in 2007. The starting point was a situation in which there was no support system for non-governmental organizations – each department of the City Hall separately allocated grants in its area of activity, there was no systemic cooperation between organizations, and the cooperation between the municipality and non-governmental organizations mainly consisted of providing grants. At the forefront in Poland at that time was the „Gdynia” model of cooperation, and in the Silesian Voivodeship, the „Gliwice” model. The trampoline for later changes in Dąbrowa was the start of work on the city’s strategy and the program for the development of civil society, which for the first time included social activists and volunteers.</p> <p>In 2018, the Office for Non-Governmental Organizations was launched (currently the Department of Non-Governmental Organizations and Civic Activity – WOP), responsible for coordinating procedures resulting from the Act on Public Benefit Activities and Volunteering.</p> <p>Current solutions in Dąbrowa Górnicza regarding cooperation between the local government and non-governmental organizations and residents are based on a comprehensive system of complementary components, among which the Department of Non-Governmental Organizations and Civic Activity, together with the Civic Activity Center and the Dąbrowa Participatory Budget, are particularly noteworthy. Selected solutions from both local governments served as inspiration and the basis for further development and adaptation of participatory methods to the conditions in Krosno.</p> <p>The conclusions and improvements recommended during the conducted survey, as well as solutions from model cities, were subjected to further analysis and discussion during participatory workshops. These workshops, conducted with stakeholders and municipal employees, led to the development of compromises and the determination of the further path of participatory actions by defining the Standards of Social Participation. Subsequently, the Stakeholders’ Competence Building Program was established, which included a description of the educational cycle entitled „CITY – OUR COMMON CAUSE,” which will be periodically implemented in the city to continuously develop cooperation between the Krosno City Hall and residents and non-governmental organizations. The educational proposal was developed based on the survey of stakeholders’ needs and taking into account local conditions.</p> <p>The program includes the following topics:</p> <ul style="list-style-type: none"> <li>• Civic participation and cooperation between the local government and non-governmental organizations – ideas, values, practical tools.</li> <li>• Cooperation between the local government and non-governmental organizations – principles, cooperation model, tasks of the municipal council for public benefit activities, annual cooperation program.</li> <li>• Basic tools for cooperation between the local government and residents in Krosno participatory budget and local initiative.</li> <li>• Dialogue and communication as the basis for participation.</li> </ul> <p>The final step of the project was a promotional campaign for the jointly developed participatory tools in the city.</p>
<p><b>Assessment of the results of implemented innovations</b></p>	<p>The implementation of the jointly developed Standards of Social Participation by the City of Krosno plays a crucial role in the development of participatory urban management. These are mutually agreed-upon principles that enable the constant creation, development, and monitoring of the effectiveness of forms of social participation. The result of implementing these standards is the establishment of a Social Innovation Incubator, which operates within the structure of the Krosno City Hall. Its role is to coordinate and develop participatory processes with residents and collaborate with non-governmental organizations. Employees of such a unit ensure regular consultation with representatives of the local community on matters important to them, oversee the receipt of feedback, and serve as the „first point of contact” for individuals wishing to propose their ideas or initiatives,</p>

<p><b>Assessment of the results of implemented innovations</b></p>	<p>roviding informational and advisory support to their activities. It is also a place where individuals/entities with ideas for social innovations can benefit from expert support.</p>
<p><b>Costs incurred for pilot implementation</b></p>	<p>The expenses incurred for the implementation of the project amounted to 160,865.54 PLN. The main cost was expert support, however, a significant aspect of this project was the contribution of work from the city authorities, municipal employees, and the involvement of city residents.</p>
<p><b>Recommendations for Entities Interested in Implementation</b></p>	<p>Participatory city management comes with many challenges. It’s important to recognize that social participation is an ongoing process, and the positive changes that occur during it result from practice and mutual learning through cooperation by all parties involved. Establishing jointly developed standards is essentially pointing the way forward and adopting certain principles that build mutual trust. The key recommendations for municipalities interested in participatory city management include:</p> <ul style="list-style-type: none"> <li>• Conducting a detailed analysis of the problems and needs of the local community regarding cooperation and dialogue.</li> <li>• Adopting an open attitude by the local government aimed at jointly seeking solutions with residents, allowing communication with residents to become a genuine dialogue in which both sides feel equally valued.</li> <li>• Educating residents and municipal employees about participation.</li> <li>• Regular monitoring and evaluating the effectiveness of the implemented processes.</li> </ul>

**Level 3: Attachments – Documentation of Pilot Implementation of the Innovation** photos, videos, presentations, document templates, procedures, etc.) – it will be linked to the description of the good practice.

Description of Document/ Material	Link or Name of Attached File
<p>1. Survey Report</p>	
<p>2. Civic budget website</p>	
<p>3. Campaign to promote participatory tools</p>	

### ABC Komunikacji:

1. Nie PRZERYWAJ.
2. Opisuj zamiast oceniać.
3. Mów: „Moim zdaniem”  
(zamiast: nie zgadzam się).
4. Sprawdzaj, upewnij się, używaj informacji zwrotnej.
5. Bazuj na dobrej woli i życzliwości.
6. Słuchaj.
7. Upraszczaj, a nie komplikuj.
8. Od ogółu do szczegółu.



The material was created in association with the implementation of the Project titled: “We create + we develop + we revive + we stimulate + we outline + we change = KROSNO”, for which a grant was obtained in the amount of PLN 19,612,292.71 under the Local Development Program. The project is co-financed 85% from the Norwegian Financial Mechanism 2014–2021 and 15% from the state budget.

Beneficiary/Lead Partner of the project – Municipality of the City of Krosno.

The goal of the project is to comprehensively improve the quality of life in Krosno and to better adapt the administration of Krosno to the needs of its residents, in tune with the slogan that is the ultimate narrative of the Norwegian funds – a green, competitive and inclusive Europe.

The Norwegian funds represent Norway’s contribution to creating a green, competitive and inclusive Europe. Through the Norwegian funds, Norway contributes to reducing social and economic inequality and strengthening bilateral relations with beneficiary countries in Central and Southern Europe and the Baltic Sea region. Norway cooperates closely with the EU under the Agreement.

Agreement on the European Economic Area (EEA). Together with other contributors, Norway has provided €3.3 billion in successive fund programs between 1994 and 2014. The Norwegian funds are funded exclusively by Norway and are only available for countries that joined the EU after 2003. The Norwegian funds for 2014–2021 amount to €1.25 billion. Priorities for this current period are:

- #1 1. innovation, research, educating ,competitiveness and decent work;
- #2 1. social inclusion, youth employment and poverty reduction;
- #3 1. environment, power, climate change and low-carbon economy;
- #4 1. culture, civil society, good governance and fundamental rights;
- #5 1. justice and domestic affairs.

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# KROSNO

## GLASS CITY

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Krosno Miasta Szkła



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**Norway**  
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“We create + we develop + we revive + we stimulate + we outline + we change = KROSNO”

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