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Employment, Social Affairs and Inclusion DG
Social Affairs
Social Investment Strategy

Call for proposals on social innovation
*Establishing and testing integrated interventions
aimed at supporting people in (the most) vulnerable situations*
EaSI
PROGRESS AXIS
Budget heading 2020_04.030201_78

Description of the action

VP/2020/003/0218

Initiative for innovative integrated interventions in Miskolc – 4IM

- **Miskolc shall be a place for everyone –**



Miskolc shall be a place for everyone – the motto of the 4IM project is also my credo as a mayor. The greatness of Miskolc is rooted in its people, and especially in the real community of its people. The true strength of local society inheres in its capability to take up and integrate its indigent members. This is the approach that creates the foundation of all our social policies in the city. The 4IM project is designed to give our hometown a shift in turning this strategy into real, impactful local actions.

I truly believe that we cannot cease to seek new and better ways to offer a helping hand to those in need. My dedication comes from my experience as a teacher and school director, working as one of the pioneers of the Arany János Talent Development Programme – a programme offering innovative methods and education services for disadvantaged students. The results of the programme taught me that social innovation carried out by devoted people can in fact bring a change in the life of people and pave the way to social mobility.

I feel especially delighted that the City of Košice has joined our journey in the 4IM action. Not only does our relationship with our Slovakian friends rely on our common history, heritage and mutual respect, but for years we have been learning from each other, sharing our knowledge and experience in several fields where we face similar challenges. I am convinced that in the 4IM project, we will reach a new milestone together.

My expectation is that this action will make social innovation the essence of the work and existence of our beloved city – so that we can say, slightly reformulating Descartes' words: I innovate, there4IM.

Pál Veres
Mayor of Miskolc



For me, the 4IM action represents everything I have taken up as a vice mayor. I cannot put up with things going in the wrong direction and I do not want my children to leave Miskolc. That is why I have taken on the challenges of self-government and I am committed to working together for the development of Miskolc.

In my past as district nurse, mental health professional and sociologist, I have been confronted with the possibility that serious social problems may lie behind the – often tragic – individual destinies. I learnt that if we really wanted to help, we needed to understand the social contexts and the systems that are mapped in individual destinies. We need to give a complex and integrated response to these complex social challenges – and this is exactly what the 4IM project aims to do.

I also know that a huge power resides in local civil society. Early this year, we set up the Taskforce for Integration, with the voluntary contribution of representatives of the relevant municipal departments, social institutions, the University of Miskolc, experts and NGOs. The intense and fruitful cooperation in the Taskforce was the cradle of the 4IM action. I am glad that several NGOs from local, national and European level were ready to join our team. Having the joined forces of Abaújrakezdés, HÁRFA, AEIDL, Ámbédkar and Dialóg, and the knowledge of the University of Miskolc with us, we can mobilise unprecedented energies for the success of the initiative.

Together we can make it, this is our 4IM.

Andrea Varga
Vice Mayor of Miskolc

Contents

- Contents..... 4
- 1 How is the proposed action relevant to the objectives of the call? 6
 - 1.1 The partnership..... 6
 - 1.2 Why the EaSI call is relevant for Miskolc..... 9
 - 1.3 Project aim and objective 11
 - 1.4 Miskolc the place of the interventions, in partnership with Košice, Slovakia 12
 - 1.5 Relevant policy actions on local and national level 16
 - 1.6 Selected focus areas within the city..... 21
- 2 What is the diagnosis of the issues addressed in the proposal and the approach suggested to address these issues (methodology)?..... 25
 - 2.1 Diagnosis - challenges the vulnerable groups face..... 25
 - 2.2 Setting up the necessary structures and capacity building 27
 - 2.3 Methodology 29
 - 2.4 Capitalising on international good practices 37
- 3 How are the relevant co-applicants involved? Are they involved in the work programme? Are the respective roles clearly defined? 39
 - 3.1 Introduction and competences of the partners 39
 - 3.2 Involvement and tasks of the partners 42
- 4 How is the monitoring and evaluation of the planned activities foreseen?..... 42
 - 4.1 Ongoing monitoring in the operation process of pilot action 42
 - 4.2 Presentation of methodology and process of organising an independent evaluation to validate project results..... 45
 - 4.3 Mainstreaming/dissemination and up-scaling 50
- 5 Is there a quality assurance plan?..... 53
 - 5.1 Process Quality Control..... 53
 - 5.2 Product Quality Assurance 54
 - 5.3 Risk management 56
 - 5.4 Project management methodology 56
- 6 How do you plan to ensure cost-effectiveness? 61
- 7 What is the added value of the proposed action in light of similar previous or existing actions? . 62
- 8 How do you plan to ensure the sustainability of the action?..... 63
 - 8.1 Organisational sustainability 63
 - 8.2 Policy level sustainability..... 64
- 9 What is your Work plan? 66

9.1	Work Package 1 – Setting up the necessary structures and capacity building	66
9.2	Work Package 2 – Reaching out to the persons/households in need.....	67
9.3	Work Package 3 – Methodological coordination and guidance	69
9.4	Work Package 4 – Evaluation of the impact of the project activities.....	71
9.5	Work Package 5 – Transnational cooperation, mainstreaming and dissemination	71
9.6	Work Package 6 – Project management.....	72
10	Subcontracting.....	74
11	References	74

1 How is the proposed action relevant to the objectives of the call?

The call for proposals aims to support existing or new partnerships in testing innovative approaches supporting in particular the delivery of Principle 14 of the European Pillar of Social Rights: Everyone lacking sufficient resources has the right to adequate minimum income benefits ensuring a life in dignity at all stages of life, and effective access to enabling goods and services. For those who can work, minimum income benefits should be combined with incentives to (re)integrate into the labour market.

Our project is relevant to this call for proposals because it will pilot the integrated way of organising the delivery of social benefits and services to the most vulnerable residents of the City of Miskolc; its aim is based on the Pillar 14 of the European Pillars of Social Rights. The project is co-ordinated by the City of Miskolc, which wishes to reform its operations in order to better integrate marginalised residents, many of whom are Roma. It also involves local associations and foundations, and international knowledge sharing partners.

Our goal is piloting a new, integrated model of benefit and service delivery addressing vulnerable individuals and households in two deprived neighbourhoods of Miskolc, Bábonyibérc and Tetenvár. In each of these, to mobilise residents and connect them to services, including offering targeted employment support, a Neighbourhood Access Point will work with a Community Action Group. Both will be supported by a city-wide Social Innovation Resource Centre reporting to a Social Innovation Committee responsible for reorganising the systems of service provision on a city level.

The project's aim is to jointly formulate an Action Plan (local action plan) to promote the integration of deprived neighbourhoods, under a complementary, two-fold approach – i) improving local governance mechanisms, including establishing local coordination and multifaceted partnerships as a basis for a successful integration process, creating a broad-based local government, setting commonly agreed goals and carrying out joint actions; and ii) Empowering communities and targeting at least 300 individuals through focused/direct testing interventions. As a result, the project offers to develop and pilot a scalable model of integrated service delivery, ensuring better targeted and channelled welfare services, combined with active inclusion measures.

The experimental model will be shared and multiplied locally and with the partner city, Košice (Slovakia), and at European level, with the contribution of the European partner organisation (AEIDL, the European Association for Information on Local Development).

1.1 The partnership

The partnership brings together the organisations relevant to establishing the integrated delivery of income support, labour market activation and access to quality services to the most vulnerable residents of Miskolc. In terms of the partner roles specified in the call for tenders:

Applicant: City of Miskolc

Miskolc is a public authority;

- Social Affairs and Public Education Department is the body responsible for minimum income benefits is the City of Miskolc <https://www.miskolc.hu/varoshaza/ugyintezes/szocialis-ugyek/penzbeli-es-termeszetbeni-szocialis-ellatasok>
- Miskolc Employment Pact, Pact Office is the body delivering active labour market policy measures in the city. <https://www.miskolc.hu/varoshaza/onkormanyzat/palyazatok/onkormanyzat-altal-elnyert-palyazatok/foglalkoztatasi-paktum>

- MESZEGYI, the Miskolc Joint Social, Health and Child Welfare Institution is the body delivering social services and enabling goods in the city. <https://www.meszegy.hu>

Miskolc is a public authority; responsible in the consortium for:

- development of settlement inclusion policy formulating and integrating social interventions, policy governance
- delivering active labour market policy measures
- delivering social services and/or enabling goods and services
- provision of existing data and statistics
- reaching target groups, participating in data collection
- operation of the 'Integration of Lagging Districts' working group
- elaboration or revision of local regulations, documents (e.g. municipal decrees, institutional statutes)
- active participation in work with target groups
- participation in international meetings and events
- press appearances, provision of press publicity
- participation in the dissemination of results and in the international conference
- Web link: <https://www.miskolc.hu/>
- Contact person: Holdiné Varga Viktória
- holdine.viktoria@miskolc.hu

Consortium members:

City of Košice

Košice is a public authority, responsible for the creation of multi-level and international partnership:

- exchanging of information in the field of social innovation and care of marginalised Roma communities.
- participation in creating models of the system services and launching a new innovative method.
- realisation of small-scale pilot implementation of the integrated service model in Kosice
- Web link: <https://www.kosice.sk>
- Contact person: Andrea Hamsikova
- andrea.hamsikova@kosice.sk

Abaujrakezdes Public Association

Abaujrakezdes Public Association is an NGO in Miskolc responsible for partnership-based co-operation of local actors:

- reaching the households with network of coaches, supporting the mobilization and capacity building process
- participating in survey and services for target groups
- participating in trainings, workshops for local actors and members of Task Forces
- developing of dissemination content, results products, publications, knowledge transfer documents
- participating in international conference
- Web link: <http://www.abaujrakezdes.hu/>

- Contact person: Balázs Dernei
- dernei.balazs@gmail.com

HARFA Foundation

HARFA Foundation is an NGO in Miskolc responsible for strengthening of networking necessary for balanced territorial development:

- developing a knowledge base related to regional development
- developing of a survey methodology
- finding and analysing international good practices
- adaptability and sustainability package of proposals
- developing of dissemination content, results products, publications, knowledge transfer documents
- transferring of knowledge within the country through the National Laboratory for Social Innovation
- organising international conference
- disseminating innovation with organizing trainings
- organizing independent evaluation expert
- Web link: <http://harfaalapitvany.hu/>
- Contact person: Gábor Kiss
- info@harfaalapitvany.hu

University of Miskolc

University of Miskolc is responsible for the methodological and scientific background in reaching the target group and makes measures through the project:

- data services
- participation in the development of the survey methodology
- directing and conducting research and household surveys among target groups
- participation in international meetings and events
- participation in the validation of results
- lectures in external scientific forums
- Web link: www.uni-miskolc.hu
- Contact person: Kinga Szabó-Tóth
- szabo.toth.kinga@gmail.com

Association Européenne pour l'Information sur le Développement Local

AEIDL is organisation in Brussels responsible for coordination of cross-border networks:

- participate in international networking and dissemination activities
- provides communication services
- provides expertise in methodology, training and capacity development
- contribution to project monitoring activities
- Web link: <http://www.aeidl.eu/en/>
- Contact person: Toby Johnson
- toby.johnson@aeidl.be

Associate members of the Consortium:

dr Ámbédkar Youth Association

dr Ámbédkar Youth Association is an NGO in Miskolc responsible for

- reaching out the target group, especially the members of Roma Youth and those whose motivation, working experience or education level makes possible to integrate them to the job market easily (e.g. vulnerable youth)
- providing data and participating in survey and action group and also in Task Forces
- participation in international events
- disseminating of innovation in target group
- Web link: <http://www.ambedkar.eu/>
- Contact person: István János Lázi
- benu@ambedkar.hu

Dialogue Association

Dialogue Association is an NGO in Miskolc responsible for community development services:

- disseminating social innovation with creating community spaces
- providing events and social services at target group level
- providing data and participating in survey and action group and also in Task Forces
- participation in international events
- disseminating of innovation in target group
- Web link: <http://dialogegyeselet.hu/index.php/english/welcome>
- Contact person: Sélley Andrea
- sali.miskolc@gmail.com

1.2 Why the EaSI call is relevant for Miskolc

This is a special moment in the life of the city of Miskolc: the new city council, elected in October 2019, is socially sensitive, actively promotes social innovation and citizen initiatives, and is committed to an inclusive, integrated and sustainable local development process answering complex social and economic challenges.

Miskolc, a city of 155,986¹ in the northeast of Hungary, the capital of Borsod-Abaúj-Zemplén County, is a former socialist heavy industrial centre (coal, steel, glass, chemicals) which went through a deep and long-lasting economic crisis in the 1990s and has still not stabilised economically. In parallel with this, a vicious cycle of poverty and unemployment generated and the lack of skills is causing progressively deeper exclusion. The shutting down of former large industrial plants led to a significant drop in the employment rate and falling income levels for significant strata of society, resulting in exclusion from the opportunities offered by life in the fields of housing, education, employment and health care, as well as in accessing social services. Roma were particularly affected as they were among the lower-educated groups, formerly employed in the defunct heavy industries.

The constellation of social problems also has a particular spatial configuration in the city, with the people in vulnerable situations, the majority of them Roma, concentrated in disadvantaged neighbourhoods.

¹ Source: Municipal database, end of 2018

In addition to poverty and exclusion rooted in the past, local policy and development decisions taken in the last ten years, especially the demolition of houses in various disadvantaged neighbourhoods without solving the housing of the residents, has added to the negative effects on those who are living in (quasi-)jobless households. Their poverty level remains persistently high and is increasing. Furthermore these decisions generated migration waves of the most vulnerable from destroyed streets to the city's periphery and remaining disadvantaged parts of the city, increasing the number of those who are not registered and cannot access local services.

Today's main social challenge in Miskolc is the high number of people living in vulnerable situations in 16 densely-populated disadvantaged neighbourhoods in different parts of the city. They suffer all the symptoms of the vulnerability and discrimination. According to data collection at city level in 2020, the number of registered inhabitants living in the 16 disadvantaged neighbourhoods is 6,477.² Additionally, there are a significant number of people living permanently in these segregated neighbourhoods, who for various reasons have dropped out from or have never been involved in the city's registration and social system. Adding them, the real number of people living in the 16 segregated areas can be estimated at 10,000 (6.3% of the total population). About 60% of them are Roma.

In 2020, households in these neighbourhoods have been the first to feel the impact of the pandemic, namely the unexpected economic and job market crises.

Actions taken so far (since February 2020)

At the initiative of the city council elected in 2019, a 'Taskforce for Integration' was established in February 2020 with the voluntary contribution of representatives of the relevant municipal departments, social institutions, the University of Miskolc, experts and NGOs. The Taskforce has about 20 permanent members and plans to involve further institutions, NGOs, CSOs, Roma organisations and representatives of the disadvantaged neighbourhoods.

In February 2020 the Taskforce identified the need to jointly formulate an action plan promoting the integration of those living in disadvantaged neighbourhoods; to coordinate local stakeholders and establish multifaceted partnerships; to generate integrated and innovative social and economic interventions, based on a broad sense of local governance, a common vision; co-created goals and joint actions. The Taskforce also recognized that it is possible to create enabling environment for the planned activities, but that such partnerships and actions could not fully happen without the call.

It intends to analyse the complexity of the problems, looking for synergistic answers. The present EaSI call fully meets the common aim and wish of the activated local stakeholders. This is the strong motivation of the City of Miskolc behind the submission of this proposal.

As one of the first steps, the city's Taskforce for Integration has implemented a partly empirical mapping process. Information gathered during field visits by taskforce members has been combined with data, knowledge and information that are available in different municipal departments and in results of research by social/education/job service providers and NGOs – but have never been synergised. The aim was to re-map the disadvantaged neighbourhoods and collect information on the number and situation of those living in disadvantaged neighbourhoods, with the intent to examine the problems in their complexity, and to look for synergistic and integrated solutions. Prior to this action the last analysis was prepared in 2014, using census data from 2011. The results of this integrated institutional mapping process of the disadvantaged neighbourhoods are quoted in different parts of this proposal, and provide the foundation for its contents.

² Source: Miskolc City Taskforce for Integration, August 2020

As is mentioned below in Section 1.2, in the past a number of solutions have already been proposed for the integration of deprived areas in Miskolc, but all these focus on only some parts of this complex problem. The current proposal would enable the Taskforce for Integration to examine the problems in their complexity, generate a set of synergistic solutions and test them on a small scale, applying an integrated and participatory approach. This would support the broader aim of this project proposal, to build a more accessible and integrated service system in Miskolc. See the results of the institutional mapping process below.

1.3 Project aim and objective

Miskolc's social policy is in line with the EU active inclusion approach, set out in **Principle 14** of the European Pillar of Social Rights, which states that everyone lacking sufficient resources has the right to adequate minimum income benefits ensuring a life in dignity at all stages of life, and effective access to enabling goods and services. For those who can work, minimum income benefits shall be combined with incentives to (re)integrate into the labour market.

Our project aims at social innovation through testing innovative and holistic approaches to active social inclusion with a view to increasing the accessibility to benefits of various services for the target group at household level, and in parallel, to make these services more targeted and efficient by the creation of effective referral and cooperation mechanisms. Its aim is to jointly formulate an action plan (local action plan) to promote the integration of deprived neighbourhoods, to establish local coordination and multifaceted partnerships as a basis for a successful integration process, to create a broad-based local government, setting commonly agreed goals and carrying out joint actions.

It will also carry out social policy experimentation in long-term active inclusion policy at the local level, and make the lessons learned and experiences available to national and EU/SEE initiatives and through our international partner.

The main project objective is to formalise and institutionalise cooperation among various public, private and civil stakeholders (general service providers, such as health care, school, child care, job provider services, NGOs working in social development, the local municipality as benefit provider authority). The process will be coordinated by a newly established City's Social Inclusion Committee, and a Social Inclusion Resource Centre, established in frame of this project will be responsible for the operational work, aiming to manage the integrated (pilot) system for recognising the demand for cash or in-kind support of vulnerable households.

The project will build a **new partnership** between Miskolc City Council, local associations and foundations working on integration, social service providers and local communities. It will strengthen the self-organising capacity of communities in two neighbourhoods of Miskolc which have high densities of residents who are poor and excluded, and often of Roma ethnicity.

The project's objectives are:

- To establish in Miskolc a new method for delivering a minimum income benefits, active labour market policies and access to social services for the most vulnerable residents, based on partnership between the public authorities, NGOs, service providers and the community
- To experiment with this new method in two neighbourhood containing concentrations of vulnerable people

- To improve the integration of at least 300 residents of these neighbourhoods

1.4 Miskolc the place of the interventions, in partnership with Košice, Slovakia

Miskolc is the fourth largest city in Hungary. It is known for its traditional heavy industry. It is also the capital of Borsod-Abaúj-Zemplén County and the regional centre of Northern Hungary. During its long history Miskolc has survived fires, floods, plagues and foreign invasions, but maintained its position as the regional centre. The economic recession after the end of the socialist era hit the industrial cities of Northern Hungary the hardest. The unemployment rate rose until it became one of the highest in the country, and the population of Miskolc fell dramatically, though not only because of unemployment, but also due to suburbanisation. By the early 2000s the decade of changes was over, and the city went through the recession successfully. The local government is trying to strengthen the city's role in culture, tourism and inter-regional economic cooperation with Košice that is the largest city in eastern Slovakia. Miskolc lies 60 kilometres from the Slovak border and 86 kilometres from Košice.

The Miskolc-Košice cross-border region

Miskolc and Košice have an intensive cooperation in strengthening transfrontier cooperation. They are among the founders of the Via Carpathia interregional co-operation framework, whose main goal is to build the North-South economic and transport corridor in Central-Eastern Europe and strengthen people-to-people connections across borders. Since 1997 Košice and Miskolc have had an official twin city connection, which is the base for cooperation between different institutions of the local governments. With a population of approximately 240,000, Košice is the second-largest city in Slovakia after the capital Bratislava, and it is the economic and cultural centre of eastern Slovakia. Košice has strong historical and cultural ties with Miskolc in part because of their common history and the Hungarian minority still living in Košice, and also because both cities are industrial centres. Both cities and regions have high Roma populations. According to the UNDP survey in 2003, this cross-border region had the densest Roma population in Central-Eastern European countries joining the European Union in 2004.

In Košice proportion of Roma people in the population is 1,97 % according to demographic data from 2016.³ Slovakia has one of the largest Roma communities in Europe, but there is also a problem to determine exact ethnicity numbers due to severe lack of systemic data on Roma population – just as in Hungary. Estimated number of Roma people in the whole population of Slovakia is approximately four times higher than data of Census from 2005.⁴ According to the EU-MIDIS II in 2014, 87% of Roma people are at risk of poverty in Slovakia.

Disadvantaged neighbourhoods

In the city of Miskolc, and also in Košice, disadvantaged neighbourhoods have developed over several decades. Despite the better economic situation during the last ten years, in neither city have living conditions and the integration of the population improved.

In Košice, approximately 7 000 people live in Luník IX settlement that is generally considered as one of the largest Roma ghettos in Europe. The neighbourhood was designed in 1975 with the working title "ABC" which was the abbreviation for "Army-Safety-Gypsies" (Armáda-Bezpečnosť-Cigáni). The ambition was to situate army workers' families and Roma families in one location, and the presence of the members of the armed forces would guarantee safety in the neighbourhood. The myth of the ABC

³ <https://www.kosice.sk/city/basic-information-demographic-data>

⁴ UNDP BRC, 2014

concept quickly fell apart, as members of the armed forces were not interested in the apartments in Luník IX, and it gradually became a Roma settlement, when Roma families from other parts of the city moved here, because of difficulties paying rent or the municipal apartments they inhabited became lucrative real estate in the 1990s. Luník IX became not only a Roma neighbourhood, but gradually became a neighbourhood for Roma families with difficulties. Currently, according to the Atlas of Roma communities, there are 386 apartments in Luník IX, all of which are in theory linked to public water supply, electrical grid, sewage system, and gas. However, many apartments are disconnected from the energy sources and use energy in an unofficial manner, or alternatively, solid materials are used for fuel directly in the apartments. There is a primary school, a preschool, a community centre and an active church congregation directly in the neighbourhood. Field social workers, health assistants, and Roma teaching assistants are present in the neighbourhood. In the latest period, due to ERDF aid, approx. EUR 500 000 was invested in the reconstruction of the preschool. The preschool is known for the inspired artwork of its students and the determination of the teaching staff. Košice aims to improve the unsustainable social situation with work activation and housing programmes, as to build a model house similar to individual houses utilizing community construction during which the construction workers acquire professional skills in Luník IX and Košice.⁵

In Miskolc, based on census data from 2011, 3.2 % of the citizens are Roma. This percentage does not show the real situation, for two reasons: (1) a significant number of Roma citizens do not report on their ethnicity in census questionnaires; and (2) unregistered inhabitants are not targeted in the census process. Based on data from the city's institutional mapping of the disadvantaged neighbourhoods, the estimated rate of the Roma inhabitants is 9%, 80% of them suffer vulnerability.

The housing situation of those living in disadvantaged neighbourhoods in Miskolc is typically worse than that of those living in other parts of the city. Barriers to accessing services for those living on the rural periphery of the city may further aggravate the situation, as transport also requires extra time and money, and the provision of public utilities, with the exception of electricity, is not as extensive as in the urban core. At the same time, it is also characteristic that many people living in these neighbourhoods often change their place of residence, which can reduce the effectiveness of complex interventions.

Owing to the more precarious **financial situation** of the people living here, they are more often forced to take out small loans, which can be a big burden for them. In these cases, too, complex and multifaceted problem-solving can lead to results. Disadvantaged people are typically exposed to unemployment, which became even more dramatic as a result of the COVID-19 crisis: the number of registered unemployed was 1,455 in 2019, but by mid-September 2020 their number reached 5,654.

It is also characteristic of segregated and integrated areas that **conflicts do not arise along the Roma-non-Roma "line"**, i.e. they are not based on race or ethnicity, but on the integrated population, and those that have not yet reached this level.

Access to classical social services is ensured by MESZEGYI (the complex social institution for social care in Miskolc). It is present in all segregated areas of the city, but it provides basic social services only and is available only in urgent situations for non-registered inhabitants (an estimated 3,500 people).

Due to the economic restructuring that took place after 1990, many of the less skilled workers became unemployed. Deteriorating income conditions in families have seriously affected students' school

⁵ *The social and employment situation of Roma communities in Slovakia (Policy Department for Economic, Scientific and Quality of Life Policies 2020)*
[https://www.europarl.europa.eu/RegData/etudes/STUD/2020/648778/IPOL_STU\(2020\)648778_EN.pdf](https://www.europarl.europa.eu/RegData/etudes/STUD/2020/648778/IPOL_STU(2020)648778_EN.pdf)

performance. Two generations grew up who had not seen their parents work; most of them are unmotivated to study. There is a **serious difference between the school results** of children from poor and rich families (for example, in terms of the chances of getting a high school diploma, the difference is 50 times). In the lower grades in particular, the number of disadvantaged children (including those with multiple disadvantages) has increased in recent years. Disadvantaged and cumulatively disadvantaged children are given different benefits to participate in catch-up programmes, to enrol in school, to receive a scholarship, mentioning the Road to MACIKA Scholarship Programme, the Road to High School, and the Road to Graduation programmes as examples.

As of October 2020, there are 969 disadvantaged and 1,056 cumulatively disadvantaged children living in Miskolc.

There are 4 mothers' homes in Miskolc providing shelter for mothers and their babies. One is operated by the City of Miskolc (currently running at half capacity because of a fire in spring), and three are run by Christian charity organisations.

Mapping districts/neighbourhoods in Miskolc⁶

The 2011 statistics of the Central Statistics Office (CSO) on the segregated areas of Miskolc have become out-of-date, therefore one of the primary tasks of the Taskforce was to get a comprehensive picture of the social situation in Miskolc in each district, aiming to re-identify the disadvantaged neighbourhoods/districts, compare the current picture with the situation in 2011, and evaluate the changes accordingly. Comparing the 2011 statistics with the results of the Task Force's mapping, the main changes are the following:

While the total population assessed in 2011 was 8,545, the new records include 6,477 registered inhabitants, but the estimated number of non-registered people living in the disadvantaged neighbourhoods increases this number to 10,000 living in the identified 16 larger, coherent segregated areas.

The Task Force identified some segregated areas in the city centre, which are no longer lived in, having disappeared due to construction and property acquisitions. Those living there have moved to the periphery, typically into informal households.

In some cases, the colonies were demolished, and those living there had already moved to social rental housing in the city, but the untitled housing users had moved to other peripheral areas of the city.

⁶ Conclusions of the mapping process of the city's Taskforce for Integration

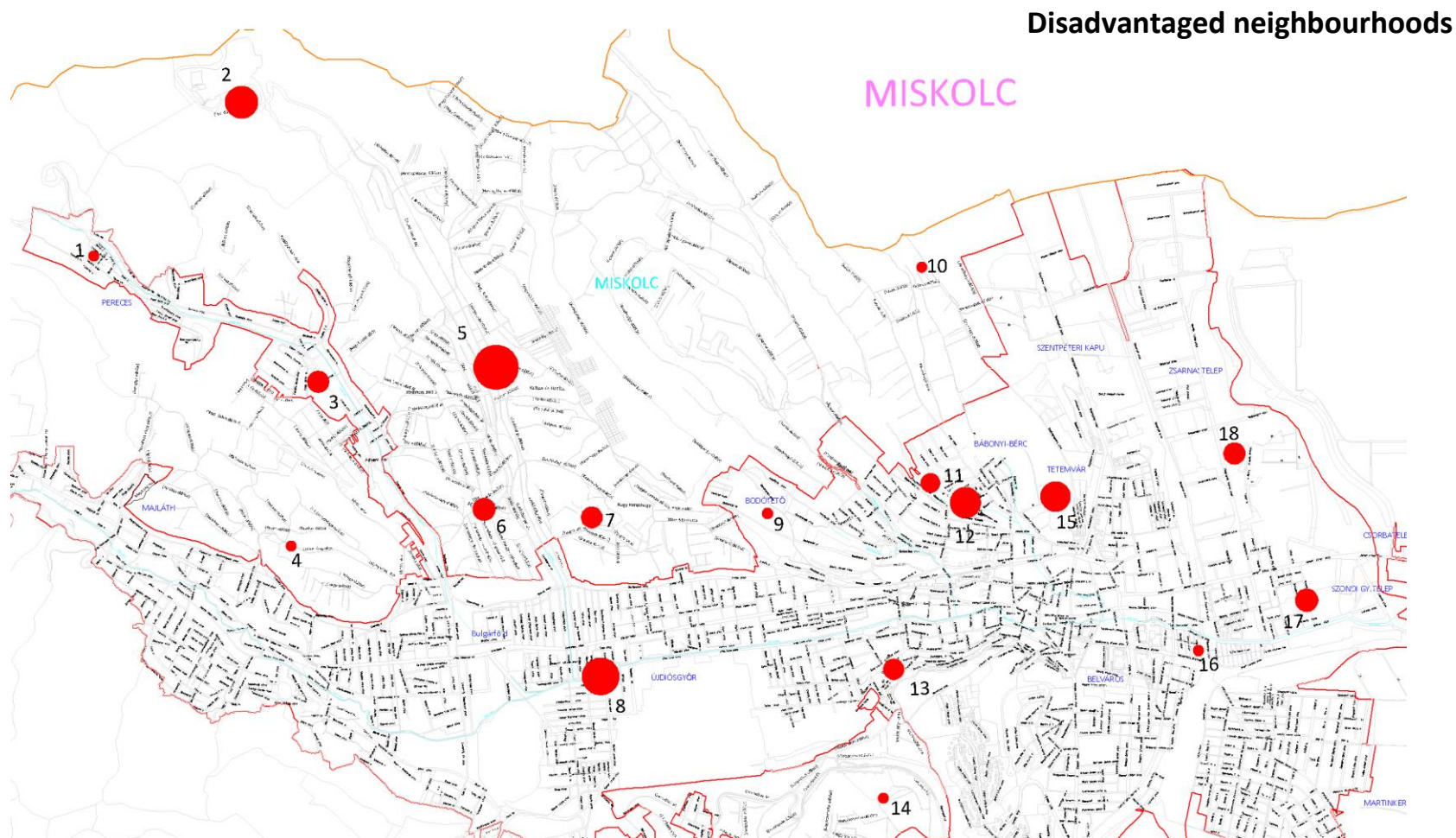


LEGEND:

- 1 – Honszerző út
- 2 - Lyukóbánya
- 3 - Erenyővölgy
- 4 – Csipkevirág utca
- 5 - Lyukóvölgy
- 6 - Annabánya
- 7 - Őzgró
- 8- Vasgyár
- 9 - Bodótető
- 10 – Rózsás dűlő
- 11 – Galgonyás sor
- 12 – **Bábonyibérc**
- 13 - Avasalja
- 14 - Csermőke
- 15 - **Tetemvár**
- 16 – Gizella út
- 17 – Szondy utca
- 18 – Sajószigeti út

Source:
Institutional
Mapping, 2020

Miskolc City
Taskforce for
Integration





The most populated disadvantaged districts/neighbourhoods and the number of inhabitants in Miskolc in 2011 and in 2020 September⁷

Name of the District or the streets included	CSO 2011 data (person)	Taskforce data (person)
Sajószigeti str. – Vikend telep a Sajórajáró – névtelen u. – Zsigmondy V. u.	136	400
Belterületi határ – Galagonyás sor nyugati oldala a Borostyán utcáig	147	280
Bábonyiérc Új telep mindkét oldala – Bábonyiérc sor – Bábonyiérc Felső sor – Tinódi u. – Feszty Á. u.	449	1332
Belterületi határ – Tetemvár középsor – Tetemvár alsósor – Arany J. tér – Laborfalvi R. u. – Temető u. – földút	414	808
Vasgyár (Andrássy u. – Harmadik u. – Fürdő u. – Mányoki Á. u. – Ballagi K. u. – Alsószinva u. – Kabar u. – Tizenegyedik u. – Tizedik u. – Vasgyári újtelep	1120	720
Domb u. – Avasalja u. – Csonka sor – Nagy Avas csonka sor – Teleki sor – Danyi völgy – Tóth sor	123	321
Annabánya	196	300
Lyukóvölgy	1714	2100
Ózgró	191	300

The segregated areas selected for the pilot action are Tetemvár and Bábonyiérc. 80% of the 808 inhabitants of Tetemvár belong to the Roma minority, and 70% are suffering of disadvantaged circumstances or housing poverty.

The population of Bábonyiérc involves 80% Roma and 20% non-Roma elderly people. 90% of the Roma families belong to disadvantaged groups.

1.5 Relevant policy actions on local and national level

Existing local integration policy and interventions of the City of Miskolc

The Miskolc local authority has stated that social inclusion and improvement of the life conditions of the people living in disadvantaged neighbourhoods in Miskolc can be achieved by creating conditions for equal access to public services and goods, and by strengthening social cohesion. In order to bring change about, the need to elaborate and introduce new, innovative social measures has been recognised and the first actions have been taken.

Existing local strategies and regulations

- The Integrated Urban Development Strategy (last revised in 2020) focuses on the rehabilitation of disadvantaged neighbourhoods in accordance with the local social policy regulations. The approach

⁷ Conclusions of the mapping process of the city's Taskforce for Integration

and measures of the strategy provide a good base for the approach and interventions that the project aims to implement;

- The local social policy measures of the City of Miskolc are set out in Municipal Regulation No. 2/2015 (II.10 includes settlement aid in a wide range of emergency situations for children, youth and adult people and families);
- The Local Equal Opportunities Programme includes a number of measures to ensure equal opportunities for those living in deep poverty, especially targeting Roma: the involvement of stakeholders in labour market programmes with a view to reintegration; helping social inclusion; improving housing conditions and social rental housing; aiding housing, improving the living environment and complex social rehabilitation; and creating the conditions for a healthier lifestyle;
- According to a decision of the city council elected in 2019, the Local Authority of the city, committed to participatory democracy, has set up a Participation Office to support the direct involvement of citizens and NGOs in local governance, with officers in the areas of social inclusion, equal opportunities, youth and partnership with NGOs. The goal is to make all local decisions with the involvement of relevant target group.

The above social policy decisions are implemented through the provision of the Miskolc Joint Social, Health and Child Welfare Institution.

Miskolc city is active and experienced in using EU structural funds, through the national operational programmes for implementation of projects targeting disadvantaged neighbourhoods in partnership with locally active NGOs with a number of different tasks:

- “Social city rehabilitation – in continuation of the Avas Programmes”, Miskolc implements complex programmes at the local level to strengthen social cooperation. The project is implemented by the Municipality in consortium with the Dialogue Association. (TOP-6.9.1-15-MI1-2016);
- “Interventions fostering social integration in the Iron Factory (name of one of the neighbourhoods)”. The project is implemented by the Municipality in a consortium with the Miskolc Joint Social, Health and Child Welfare Institution (MESZEGYI) and the Hungarian Charity Service of the Order of Malta. (TOP-6.9.1-15-MI1-2016-00001);
- “Improvement of housing conditions in four disadvantaged neighbourhoods” aims to improve the housing conditions of vulnerable people living in the targeted neighbourhoods, investing in infrastructures that are not subject to construction permission. (EFOP-2.4.2-17-2018);
- “Development of new kindergarten places in the Lyukó district of Miskolc”: a new nursery for 50 children is under construction. (TOP-6.2.1-16-MI1-2017-00008);
- “Construction of a new medical practice and district nurses’ office in the Lyukó district of Miskolc” (TOP-6.6.1-16-MI1-2017-00002);

- "Employment Pact Programme of the City of Miskolc" aims to implement training, education, human development and employment interventions based on real labour market demand and supply, along the lines of the Employment Strategy developed jointly with the city's enterprises, educational and NGO organisations. The expected outcome of the implementation period of the Pact for the period 2016-2021 is that at least 2014 potential jobseekers will be included in the programmes. The indirect target group of the project is employers who are encouraged to find jobseekers, while the direct target group is jobseekers suffering vulnerability with registered addresses in Miskolc. (TOP-6.8.2-15-MI1-2016-00001).

Description of the current delivery mechanisms in the service areas targeted

Service area	Institutions, departments involved and how	Partners involved (NGOs, charity organisations, private partners)	Government departments involved and how	Problems occurred
Income support	Municipality, 2/2015 Municipality Decree (eligibility criteria)	Benefits/ Allowance in kind (e.g. replacement of medicine, clothing, long-term food donation)	Employment substitution allowance, Care allowance, Job seeker's allowance, Pre-retirement job search allowance, Earnings replacement allowance, Disability benefit, Orphan's benefit	It is very diverse, difficult to follow, not integrated. Non-registered inhabitants cannot access
Labour market activation	MESZEGYI's personal care service: voluntary or "Paktum office" works on the basis of voluntary cooperation between intermediately organizations, job seekers and employers	Hungarian Maltese Charity Service – Provide information and internet access for job seeking, help in CV writing	n/a	It works relatively well, but not part of an integrated intervention package.

Service area	Institutions, departments involved and how	Partners involved (NGOs, charity organisations, private partners)	Government departments involved and how	Problems occurred
Social and health services	MESZEGYI-family care (voluntary or legally obligated)	Social: Hungarian Maltese Charity Service provides this task to the maximum, Nurse in cooperation with Hungarian Maltese Charity Service holds classes and group activities for pregnant women	Those who do not pay social contribution are not eligible for health services, except on urgent situation	Health prevention and care is not accessible for the most vulnerable
Social housing	Municipality issues social rental housing, but there is currently not in service in the target pilot areas	n/a	Family Home Creation Discount is an opportunity, but only for the middle class	Plenty of more social flats would be needed
Children care	Official administration and Health care: Nurses provide these tasks to the maximum	Nurse in cooperation with Hungarian Maltese Charity Service holds classes and group activities	n/a	It works through MESZEGYI (integrated social service institution of the city) that provides quality services. The problem is the lack integrated service elements and the long time needed to actions in urgent situation

Some linkages have been built between different services at least on project level (e.g. regarding early childhood and school-related interventions, or between social benefit and employment services) but the different sectoral services, databases and interventions have not been integrated at city level.

During the **COVID-19 pandemic locked down** in March-June 2020, new specific services were introduced to help the population in risk and those requiring special assistance. The city authorities offered specific services 2222 occasions for 902 individuals, including assistance in shopping, provision of medicines, catering. The target groups involved elderly people, pupils without access to digital education, vulnerable inhabitants (about 1/3 of the target group) and people in special health risks. Other services were provided by local NGOs, including the crisis management Infoline operated by Szimbiosis Foundation, and the voluntary telephone support services at www.civilkriziscsoportniskolc.info. The city ensured the access to the necessary drinking water in those disadvantaged districts where running water is not available (by daily water tank trucks).

National level policy actions in Hungary

Based on the Council Recommendation on the *2020 National Reform Programme of Hungary* the overall poverty situation improved before the crisis, but the trend can reverse quickly during the downturn. Income inequalities increased over the past decade, due in part to changes in the tax and benefit system. Even before the COVID-19 outbreak, both severe material deprivation and material and social deprivation were high, particularly among households with several children and among the vulnerable Roma households. *The minimum income benefit has remained nominally unchanged since 2012 and is one of the lowest in the EU.* The pandemic is expected to hit hardest the vulnerable groups who lack access to care and essential services and who live in overcrowded households. Measures fostering their activation and integration in the labour market will be needed when economies recover.

In line with the demographic trends the active population is projected to decrease crucially in the next ten years. Members of the Roma community represent a significant share of the working age population. This share continues to grow, as its age composition is much younger when compared with the majority of the population.

The *National Social Inclusion Strategy* and government framework provide a comprehensive approach which, by coordinating policies, manages *complex interventions* into the country's dominant social cohesion problems, thereby strengthening its social and economic competitiveness.

In 2019 the government made a decision on developing the most disadvantaged 300 rural settlements. Further plans are extending the programme in cities that have segregated areas. Our present EaSI project can serve as a case in this planned urban programme, and the innovative methodology can help to carry it out.

The planned national urban integration programme addressing communities living in segregated urban areas should primarily aim to improve the living and housing conditions of people living in the area, improve the infrastructural conditions of the neighbourhood and housing, and promote the social integration of the local community. Programmes for the development of deprived or at-risk neighbourhoods need to address on an integrated way the socio-physic-economic problems that are mostly concentrated in such environments, thus preventing the territorial spread of segregation and helping to reduce its current extent.

We see it important not only to focus on the problems of rural areas in national policies and interventions, but also those that appear in cities and capital districts, where significant segregation problems are experienced, in territorially separate areas, typically located on the outskirts of the settlements. Those living in cities live close to the opportunities and care system provided by the city. In many cases, however, they do not have access to them, or those living there face the same problems as rural settlements, e.g. early school leaving, drug use and prostitution are common among children living in segregates, even at the age of 10-12.

We will promote and advocate the formulated policy approach and model intensively, and believe that our Miskolc model, if supported and developed more fully, would affect national policy-makers, decision-makers, research and methodological institutions and other cities in Hungary to create the conditions and start integrated social inclusion interventions in other affected urban areas across the country.

1.6 Selected focus areas within the city

Concept and criteria behind the focus area selection

Social problems have a typical spatial configuration in Miskolc – people in a vulnerable situation are territorially concentrated in certain disadvantaged neighbourhoods. The majority of them are Roma. This is one reason why our concept is to use the *territorial approach* in the project methodology in defining the target group of the pilot interventions. In the pilot phase of innovative interventions we plan to target the persons/households living in two well-defined disadvantaged neighbourhoods. Therefore:

- the project allows the city to reach out to two large segregated neighbourhoods, where interventions are absolutely limited; and
- pilot results will be more measurable because of the concrete delineation of the pilot intervention areas. The territorial delineation of the pilot actions is a tool to clearly identify and measure expected outcomes, since it makes data collection and use efficient and very relevant to the actions and makes it possible to build the different project steps on each other.

Criteria behind selection of the project pilot areas

Miskolc city's Taskforce for Integration selected the Bábonyibérc and Tetemvár neighbourhoods as pilot areas, where 'reaching out to persons/households in need' appears most urgent based on the institutional mapping carried out by the city's Taskforce for Integration in September 2020.

Further reasons for the selection of these two disadvantaged areas are that:

- Bábonyibérc and Tetemvár are constantly growing disadvantaged neighbourhoods both in number of inhabitants and the area covered;
- Lyukó is the best-known and largest disadvantaged district in Miskolc, but a number of projects are already running there, which can be linked to the present project;
- After Lyukó, currently these two are the second and third largest disadvantaged neighbourhoods in Miskolc;
- As regards Bábonyibérc another reason is that social development interventions have not taken place in the neighbourhood yet; there is no social service access point there. Both physically and as regards the composition of the population, the district is close to Lyukó, the biggest, growing disadvantaged district, so it is feared that it will suffer the same way;
- As regards Tetemvár there is a small social help centre, managed by the Order of Malta, but its services are very limited.

Introduction of Bábonyibérc and Tetemvár

Bábonyibérc is close to and north-west of the city centre, and is mostly a suburban area. It sits on several hills, between which flow the various branches of the Pece stream. Roma and non-Roma people live together in poor conditions. The multi-generational family model is typical, where there are large families with many small children, and unemployment is high. The territory was a vineyard in the past, so there are plenty of cellars in the area, and several houses were built on these cellars, which makes it difficult to build utilities. The population of Bábonyibérc is 1,332, including 80% Roma people. 90% of the Roma households suffer complex vulnerability.

- In terms of housing conditions, they live in semi-comfortable and substandard properties; often multi-generational families live together in a room-and-kitchen dwelling;

- Gas, electricity and drinking water are available throughout the area, but gas and water are only installed for a few families. This is mainly typical of dwellings occupied by Hungarian families. Most families have to carry water from a public well;
- There is a macadam road in the area, which is filled with crushed stone;
- As no sewerage system has been built, the residents discharge sewage into their yards and public area such as footways and streets. In part of the settlement the lack of sewage disposal and the unresolved situation of the storage and transport of rubbish appear to be serious dangers to hygiene and health. A large number of rats live among the rubbish accumulated. It is a challenge for the new city council to change this situation and during the present pandemic it is a critical task for the city to ensure minimum hygienic conditions for those living here;
- Most people in the area have a low level of education, and completing the 8th grade is a problem in many cases, so they are at a disadvantage in the labour market, and the long-term unemployment rate is rising and affects several generations. The employed ones do low-prestige work because they do not have the right skills or vocational training;
- The district can be reached by public transport, but the schedule is too infrequent and the buses are overcrowded. Because of the lack of paths to bus-stops, people take children on foot to educational institutions that are far from the district. Accessing work place, services, etc. is also difficult;
- Due to the poor social situation of local residents, various infectious diseases are common and their treatment is inadequate, which affects the adult population particularly. It can also be observed that older people in multi-generational families die earlier compared to the Hungarian population;
- Social workers often find that the identity documents of those living here are incomplete. They do not have an address card, as they cannot register at the given property; in the meantime many families become ineligible for the regular child protection benefits (soup kitchen, foodbank, etc.) Those not having a registered address also drop out of the social safety net. To resolve the problem, a civic registration process shall be implemented;
- Many adults work as casual workers, which mean not being on the payroll during the period of employment, so their health contributions are not paid. Due to the tightening legislative changes, the health care system would only provide services at a very high cost, and thus such workers miss out on basic medical treatments. In their own right, they cannot secure their health care relationship;
- According to residents, the presence of alcohol and psychoactive substances is very common among young people, which is not only detrimental to their own health but also a serious threat to public safety. From a professional point of view, we consider it important to deal with this problem in a complex way, through local preventive and addiction assistance programmes, as well as through a more frequent presence of law enforcement agencies, with immediate intervention in case of a problem;
- One of the reasons for the impoverishment of families is recourse to usury, and it is almost impossible to break out of the cycle on one's own.⁸

Tetemvár is located close to Miskolc's historic town centre. The infrastructural development of the area is difficult due to it being peppered with unused old wine cellars and the topographic conditions. There are 808 people living in the neighbourhood.

Based on the latest data the area shows the following population:⁹

⁸ Social workers' reports (MESZEGYI), 2020

⁹ Source: MESZEGYI

Nursery	Kindergarten	Primary School	Secondary School	Adult	Retired	Total
40	25	85	62	476	120	808

80% of the inhabitants belong to the Roma minority, and 70% are suffering from disadvantaged circumstances or housing poverty.

The number of residents is growing due to the policy and interventions of the previous local council, which saw the solution as the demolition the buildings in the segregated areas. There is a kind of permanence in the area that also carries the culture of poverty. A different approach with integrated services and trained professionals could intervene in this circle.

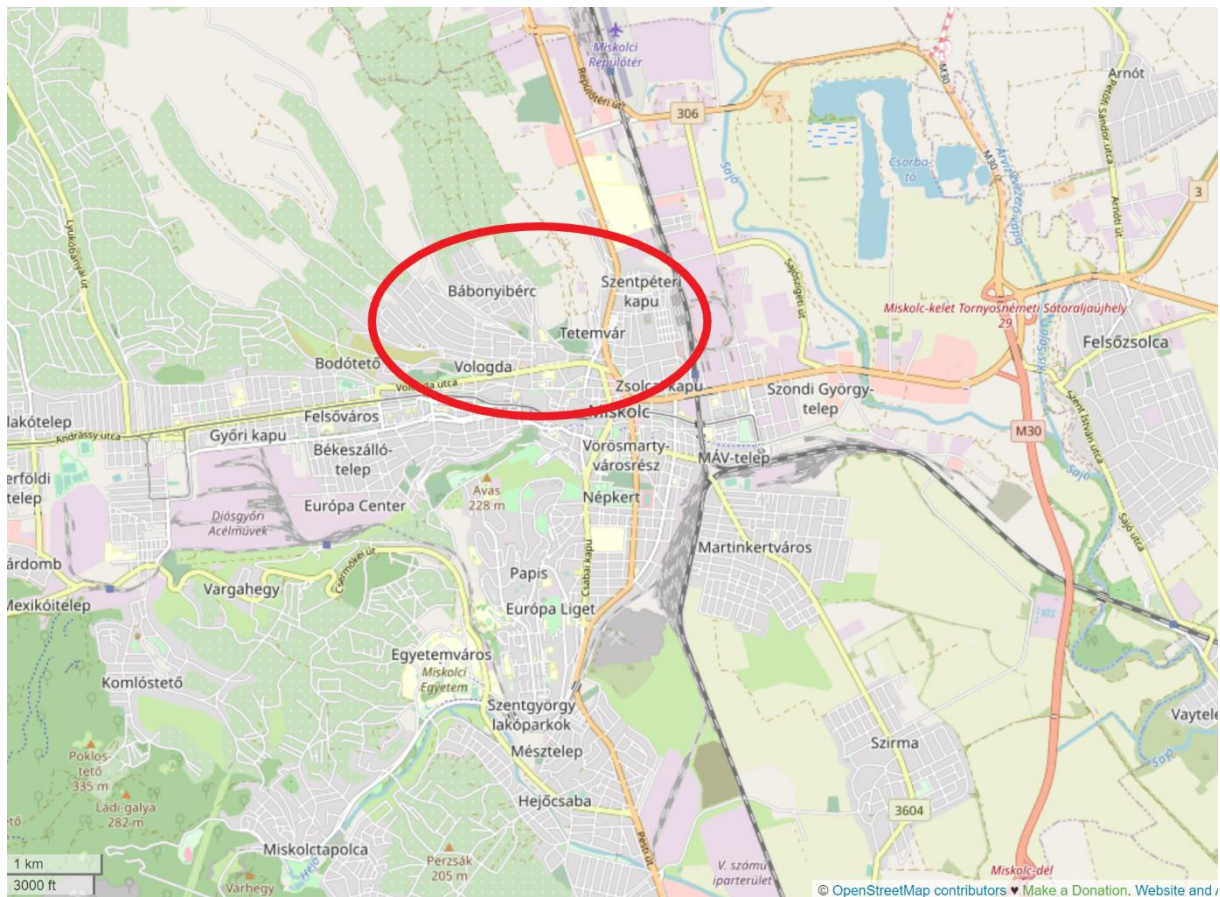
- Flats here are privately owned; there are no municipal rental flats, but the housing issue is primarily a matter of settling property relations, which may require the involvement of an additional specialist (lawyer or legal adviser). Typical are pocket contracts, leases, or real estate contracts written on chequered paper;¹⁰
- The condition of the houses is poor, and bathrooms are only built in very few properties. In the houses several generations live together, in a very crowded way. Heating is usually provided using all kinds of garbage and an electric radiator. Some properties have no electricity, in which case it is obtained from the neighbours via "weird" (unofficial) wires. There is no sewerage system. The proportion of uncomfortable, semi-comfortable and emergency homes has decreased by 27%;
- The economically inactive population is 64.4% within the area. There are unemployed people in basically every household and in every family. The proportion of the unemployed is 53.8%, and 30.0% of these are long-term unemployed. 91.1% of the employed residents work in low-prestige jobs, mainly in public works. 55.2% of the residents of the segregated area live in substandard, semi-comfortable and emergency dwellings; 27.6% live in one-room dwellings;
- Debt is present in almost every household, whether in the form of an instalment on a smaller asset, or a more serious usury debt. Since they have little income but do not want this to be apparent in the town centre, their money management does not work, and credit is also treated as a form of income;
- The proportion of people aged 15-59 with eight years of primary school education is 66.0%; 0.8% of the locals have undergraduate or graduate level education. Regarding early school drop-out, mainly young mothers are affected due to the birth of their children. Reducing the compulsory school age to 16 has not had a good effect on early school leavers anyway;
- There are 34 socially vulnerable children who do not yet attend school;
- There are segregated classes within the school, mostly attended by disadvantaged children. In these classes, students from the segregated area are managed in blocks. It is common for schools to place difficult-to-manage, problematic children with learning difficulties and socio-cultural disadvantages in private student status. This is not in the best interests of the child, and creates an extraordinary level of inequality;
- A relatively higher number of residents are retired; while in other segregated areas in the city no or very few elderly people live;

¹⁰Job and rent, estate related non-legalized contracts that are not taken into account by the court in the event of a dispute. Vulnerable people have no legal knowledge to preparing contracts; but most of these contracts aims deceiving

- As a consequence of the accumulating waste, large numbers of rats and other rodents are in the area;
- Public safety in the segregated area is not good.

A functioning ‘Community House of the Hungarian Maltese Charity Service’ provides the opportunity for the local residents to have direct access to basic services, such as laundry, toilet facilities and the administration of social affairs. Further development of the services could significantly change the residents’ situation.

Figure 1: Map of Miskolc highlighting the pilot neighbourhoods of Bábonyibérc and Tetemvár



2 What is the diagnosis of the issues addressed in the proposal and the approach suggested to address these issues (methodology)?

2.1 Diagnosis - challenges the vulnerable groups face

As the case of the two pilot neighbourhoods shows above, the social, financial, health and other problems are complex at neighbourhood, household and individual level. This requires the implementation of an integrated service model, including introduction of a more harmonized social income system at the pilot level.

The city provides plenty of different small-scale financial benefits available for vulnerable people, with different, complicated eligibility criteria, application procedures and administrative systems. We will test how these fragmented aids can better combined and channelled to reach those currently falling outside the systems' reach, and supplemented by active inclusion measures, closely linking it to an integrated service model.

Making the process sustainable, the aim is not only to meet basic needs by these innovative services, but to assist vulnerable people to be able to escape from the dependency trap by “giving a net instead of a fish” and investing more in social development instead of charity-type services.

Cooperation and partnership of professionals and service providers is important, as is their team work in achieving the common goal. In a developed property, in a common space, a complex service will be built in Bábonybérc, where there is no social service access point yet. The city will invest in this community place before our project is expected to start. As for coaching and community development activities, the co-operation of the residents can be won through life management and development of their social skills.

The people living in the 18 remapped disadvantaged neighbourhoods in Miskolc (in September, 2020) suffer disproportionately from poverty and social exclusion. These communities lack many of the capacities to improve their own living conditions. To ameliorate this situation, the project will address three issues:

- the delivery of public services by the city authority and by NGOs
- the will, abilities and associative strength (social capital) within the communities
- the links between the residents, NGOs and authorities

The project will thus develop and pilot a model of integrated service delivery including improved welfare delivery combined active inclusion measures. Pilot results will be responsive to the needs of all vulnerable residents living anywhere in the city, thus enabling the model to be scaled up to city level in the future.

Our pilot project as we conceive it is a process of developing and setting up new structures and systems, and capacity building that involves (1) the city's relevant administrative and service provider structures; (2) service provider NGOs; and (3) activation of vulnerable residents aiming to ensuring the integrated delivery of the three strands of the Pillar principle 14 approach.

These actions will improve outreach to both types of persons/households in need in target areas during the testing period:

- Those already captured by the social protection system – households with registered inhabitants
- Those eligible for social protection, but not yet benefiting from it – households with partly or fully non-registered inhabitants

Subgroups

Interventions addressing the above two main target groups pay particular attention to:

- Those living in the target areas, whose motivation, working experience or education level make it possible to integrate them to the business development/job market easily
- Youth (especially targeting vulnerable Roma youth)
- Women with several children (especially targeting Roma women)
- Elderly and disabled people

The problems that will be addressed through activities to develop structures, systems and capacity are:

At city level:

- Lack of decision-making and integrated institutional structures, data collection, coordination and information systems that are needed to integrate service delivery;
- Very limited skills and experience among local public, private and civil stakeholders of development and working in multi-level partnership models and encompassing relevant coordination mechanisms between the various actors;
- Limited skills in identifying and mapping relevant stakeholders of integrated interventions (the missing creative approach: how can this stakeholder contribute and take part in co-creation?);
- Limited motivation and skills to cooperate in a cross-cutting way, rooted in the traditional sectoral approach;
- Limited organisational development skills;
- Limited experience of working in partnership with the target group using the participatory method;
- Limited experience and tools to identify innovative ideas and to make systems able to insert and strengthen them.

At target group level:

- Lack of the necessary access points to services at settlement level;
- Lack of positive experience of being an active citizen (tool: community coaching and mobilisation);
- Lack of knowledge and experience in development interventions (assessment, planning, implementing self-identified actions and projects, having a voice in decision-making; tool: community action group);
- Lack of knowledge and skills in getting information and applying available tools and resources, formulating innovative ideas (community development tools: special training, mentoring);
- Lack of trust and self-confidence to formulate one's own voice and to build horizontal and vertical partnerships (community development tool: community coaching, mentoring for community action groups and representation facilitated in the city level social innovation committee);

The **objectives** are to:

1. develop innovative institutional and organisational systems and structures;

2. design the integrated service model to be piloted;
3. build new capacities among all relevant stakeholders to make the necessary changes in Miskolc;
4. pilot partnership-based, innovative, participatory, multi-stakeholder and integrated social services in the selected target areas in the city;
5. evaluate and disseminate the lessons learned;
6. make it possible in the longer term to extend the new service system to the whole city and multiply it in Košice (the partner city) and in other cities in Hungary and Europe.

This multi-stakeholder innovative approach integrates and builds reciprocally on three strands:

- the provision of adequate and better channelled welfare payment benefits
- activation services supporting access to employment
- a more effective access to enabling goods and services (through the project –formulated settlement level access integrated service access point.

These will be tested in the Bábonyibérc and Tetemvár neighbourhoods, contributing to the creation of the conditions for mainstreaming throughout the city and further abroad.

2.2 Setting up the necessary structures and capacity building

City-level system and structures

City-level changes in the service system and governance structure for an integrated, multi-stakeholder social innovation process in Miskolc means rethinking and reorganising the whole public service system, its local policy framework, data collection, monitoring and financial structure and the decision-making process relevant to the goal of creating a more integrated and innovative social policy and practice at city level.

Main tools:

A permanent **Social Innovation Committee** at city level with participation of representatives of all relevant stakeholders including the representatives of the target communities will be established. This will grow out of the existing Taskforce for Integration. It will be responsible for decisions on and monitoring of the innovative and integrated local action plan for social integration, to be prepared during the project. It will be responsible for the relevant needs assessment at city level. It will work with expert teams in close cooperation with the Social Innovation Resource Centre and is the platform of the different partners (public, private and civil).

The **Social Innovation Resource Centre**. This is a city-level management, coordinating and information providing body which will be established by the project but will function in the long term. It is responsible for coordinating all relevant actions, and generating and strengthening partnerships and social innovation initiatives. It will link people to initiatives and initiatives to people, and manage training needs. This is the body responsible for implementing the integrated approach by coordinating the sectoral interventions, collecting sectoral data and synergising them, and generating cooperation between services leading to efficient integrated solutions.

These city-level tools will be closely connected to the structures to be established at neighbourhood level and piloted under the current proposal.

Neighbourhood structures

In each of the two pilot neighbourhoods, a **Neighbourhood Access Point (NAP)** will be established, which will be a physical ‘shop front’ office in a central, visible and easily accessible point in the neighbourhood. This will be staffed by a team of workers and will be publicly open so that members of public can make enquiries, hold meetings, discuss issues and contribute ideas. It will also function as a ‘one-stop shop’, an efficient base from which officers of the City of Miskolc can talk to residents, and help them to register themselves on the official register, thus gaining entitlement to public benefits. Through its work, residents will be enabled to claim relevant welfare benefits and to access the social services they need.

The team will be recruited by placing advertisements locally and through the informal ‘grapevine’ among communities and associations. The neighbourhood team will be the organiser of the community development process, announcing the existence of the project, explaining the commitment of the City of Miskolc to generate change, and soliciting participation. Some tools which may be used in this phase are games, brainstorming, group exercises and participatory budgeting.

To ensure active participation, a settlement level mobilisation campaign (forums, interviews, group meetings, social media activities) will be implemented and a community coach will work with community members aiming to establish: (1) thematic settlement-level working groups; (2) a Community Action Group (CAG) that is active in preparing a complex community needs assessment and a community level action plan including small actions to be taken at settlement level with the contribution of the community members; and (3) a strong link between the NAP team and the CAG for further partnership and actions.

On this basis, a semi-formal **Community Action Group (CAG)** will be set up in each neighbourhood. This will enhance the local actors’ sense of identity and purpose. An important initial task of each CAG will be to contribute to conducting a house-level survey of needs and capacities in the neighbourhood. The surveys will be completed by month 6 of the project.

Connecting the two levels, the results of the two settlement-level surveys will be analysed and discussed with the help of the Social Innovation Resource Centre, and **action plans** will be developed. These will be presented to the Social Innovation Committee in month 8 of the project.

Neighbourhood level access points. It is necessary to establish a social integration and innovation point in each pilot area to contact vulnerable people and inform them of the integrated services and opportunities (jobs and businesses, start-ups, social enterprise, etc.) The access points will work in a network with the city-level Social Innovation Resource Centre and all service provider institutions. They will be the monitoring points of the household-level impacts of the activities. They will play an active role in carrying out the surveys and in mobilising the people living in the given disadvantaged neighbourhoods. They will work with the neighbourhood-level Community Action Groups.

Community Action Groups at neighbourhood level. The two pilot neighbourhood-level action groups will be the result of the local mobilisation process implemented by the project. This will activate the target group in the development process; empower them to take part in city-level decision making; prepare a participatory needs assessment and action plan at neighbourhood level; increase residents’ ownership of the development process; generate and identify innovative development ideas, projects and initiatives in the target communities; provide training and capacity development using the energy generated and the trust built by this community mobilisation process. Experience shows that vulnerable communities are passive in development communication and need mobilisation and coaching to build their self-confidence and trust prior becoming involved in any participatory development process.

Capacity building

Capacity building is understood to take place both internally (within the participating organisations) and externally (between the organisations). The objective is to strengthen the capacity of all relevant stakeholders in Miskolc to make the necessary system and policy changes at local level and implement and coordinate the new systems for a partnership based, innovative, participatory, multi-stakeholder and integrated service system at pilot and later at city level. This multi-stakeholder innovative approach integrates three strands and will be tested at pilot level in the project: 1) the provision of **adequate welfare** benefits; 2) activation services supporting the access to employment; and 3) effective access to enabling goods and services.

The planned multi-level horizontal and vertical capacity development activities address the lack of systemic experience, knowledge, tools, information and practice in designing and implementing integrated interventions to support people in vulnerable situations at city level.

The capacity development methods implemented will be as much as possible based on a motivating, experimenting, initiative and creativity-based 'learning by doing' process. Capacity development will be implemented through the development of integration strategies across actions and the exchange of information and good practices, through training and seminars (online and face-to-face exchange of information, training courses including case studies and study visits).

Services to be offered

The action plans will contain a set of actions drawn from a menu of options, and may cover issues such as the following, as determined by the process of dialogue with residents: harmonised financial benefits; budgeting and indebtedness; employment and business development services; health; housing and infrastructure; childcare, social care; domestic violence; public transport needs; education, vocational training and qualifications (lifelong learning); etc.

At the start of the project, an inventory of service providers in these fields will be set up. It will be continuously updated and note kept of specialities and strong and weak aspects.

2.3 Methodology

Methodological overview

The two main methodologies to be used in this social innovation project are horizontal and vertical service integration and community development.

Social innovation

The methodology proposed involves **social innovation**, defined as 'innovations that are social both as to their ends and their means and in particular those which relate to the development and implementation of new ideas (concerning products, services and models), that simultaneously meet social needs and create new social relationships or collaborations, thereby benefiting society and boosting its capacity to act'.¹¹ This project tests a social innovation through a small-scale experiment, which provides evidence for its transfer and scaling up.

¹¹ EaSI regulation (EU) no. 1296/2013, Article 2 (5): <https://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=OJ:L:2013:347:0238:0252:EN:PDF>

Horizontal service integration

In this case a key element of innovation is the development of a model for the integration of social services delivery to the most vulnerable residents of Miskolc. This comprises the **horizontal** dimension of service integration, by unifying currently parallel strands of service delivery.

For Miskolc, the development of an integrated services delivery model promises several potential benefits:

- simplification of the user experience (a single contact point and application procedure)
- more complete information on residents' needs (consolidation or cross-referencing of diet departmental records)
- a better-tailored answer to each individual's case (all issues are addressed, rather than some issues being forgotten because they are not within any single department's competency and 'fall between the cracks' in the system)
- possibility to construct a holistic integration pathway which crosses traditional departmental boundaries
- cost savings by eliminating duplication and possible fraud

Vertical integration in service provision

As we see, a vertical dimension of service integration is also needed. It is the process to build the necessary local links between the different level decisions and interventions. (Policy, planning, data base, two-ways information and communication, etc.).

It is within a specific sector e.g. social services - at the local level to residential, community and home based social services for different client groups in localities; etc.

Community development as an approach and tool targeting complexities with an integrated process

Miskolc project idea covers two main directions of the activities:

- (1) to re-organize, make integrated the whole service structure of the City of Miskolc and
- (2) to reach, through a deeply participatory method inhabitants living in two selected large disadvantaged neighbourhoods in Miskolc, where the total population is about 800+500 people, about 90% of them are Roma and about 50% of the households have different problems leading to vulnerability that the city tries to solve (with not so much sustainable result) providing different clearly sectoral services: early childhood problems, problems of accessing school, employment services, financial subsidies, etc. There are many inhabitants, who are not registered; the number of them is only estimated by some social workers.

The plan:

The community action groups will be established on the beginning of the project. This target group mobilization, prior to implementation of the survey is much needed. It will help us to have trust enough and get real information from the target group during the survey.

We plan to implement a household level survey with participation of the community action groups in the two selected districts.

The survey results and the community action groups' assessment and action plan will help us at target group level to introduce a comprehensive assessment. We will learn the real number and complex needs of the most vulnerable including

- registration needs,
- needs to improve their access to the different social, health, education and employment services, mobilization and communication needs, etc.
- we will see how much financial income they receive in different forms on household level and
- why and how the existing sectoral interventions are not efficient enough.
- City level assessment will be done on
- city level regulations, interventions, institutions, financial subsidies, partnerships with CSOs, etc. – how do they help or do not help to answer complex needs of the most vulnerable
- we will also touch state level interventions and their efficiency providing the results of this assessment to the relevant state institutions

Based on the above two-level assessment, we will design details and test a pilot integrated service system targeting the most vulnerable households in the two pilot disadvantaged neighbourhoods including:

- Individualized and integrated social support for them and their family members, including registration, better access to school, etc.....
- Mobilize those family members who are able to work, provide training in the profession with internships / apprenticeships in a real work environment.
- Mentoring of the unemployed people will be provided until they gain self-confidence and cope on their own with their work and participation in society.
- The city's employment services will be involved in the whole assessment process and in design of the integrated pilot interventions and will create innovative tools to build the link between the target group and the labour market in different forms.
- We also will work on generating social cooperatives and start-ups based on ideas and willingness of the target group (from results of the community action group work) and in cooperation with citizens and businesses we make active by project communication and special actions.

Community involvement will target all the project's direct beneficiaries are the residents of two deprived neighbourhoods of Miskolc, Bábonyibérc and Tetenvár. These two neighbourhoods are home to 2140 people, of whom an estimated 80% are of Roma ethnicity.

Innovation

The project is innovative at three different levels:

- Locally – it is the first time to implement these approaches
- Nationally and in the SEE region – contribution with new methodological elements

- EU – to use this approaches for Roma integration, implementing the territorial and participatory approach

See more in the Chapter 7.

Methodological principles

The project is based on the following methodological principles:

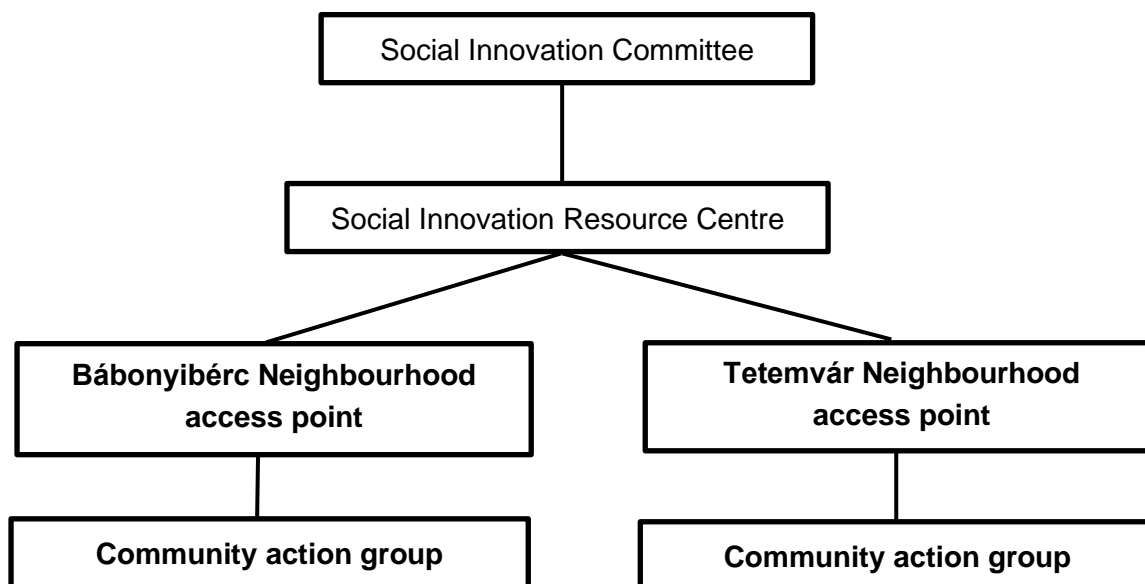
- **Motivation and commitment** of those targeted to the goals of the development process
- **Everyone's development.** Everyone can have ideas, and everyone can contribute. A truly inclusive development process means making use of the creative force all the members of the community and ensuring their equal and active participation and voice.
- **Strengthened communication** of accumulated knowledge and experience, sharing information and best practices.
- Enhanced **social organisation** of communities, directly relating to their life quality and the economic potentials
- Recognising and addressing the **complexity** of the development process laying in the variety of local needs, the multiplicity of people and organisations involved and the complex pattern of public bodies;
- Ensuring the dual top-down and bottom-up in character of **the development process** calling upon the resources of local government and the energy of the people.
- **Integrated development** which provides channels for harnessing the resources and energies of relevant bodies to coherent and coordinated development actions and process.
- **Equal opportunities** - providing the same opportunities and treatment to all
- **Desegregation**, targeting to avoid the separation of disadvantaged groups by eliminating regulations, customs, or practices under which they restricted to specific or separate public facilities, neighbourhoods, schools, organisations.

Methodological tools

- **Setting up the necessary structures**

Bringing about city-level changes in the service system and governance structure for an integrated, multi-stakeholder social innovation process in Miskolc requires re-thinking and re-organising the whole public service system, its policy framework, data collection, monitoring and financial structure and the decision-making process in relevant to the goal of creating a more integrated and innovative social policy and practice at city level. In order to implement its activities and ensue their continuation, the project will establish the following structures:

Figure 2: Structures and systems



- **Social innovation committee**

A permanent social innovation committee at city level with participation of the representatives of all relevant stakeholders including representatives of the targeted communities. It will grow out of the city’s existing Taskforce for Integration and will have at a minimum 25 member organizations. It will be responsible for monitoring the innovative and integrated local action plan for social integration, to be prepared during the project. It will be responsible for the relevant needs assessment at city level. It will work with expert teams in strong cooperation with the Social Innovation Resource Centre and is the platform of the different partners (public, private, civil). Its work will be supported by the city-level Social Innovation Resource Centre and the Neighbourhood Access Point managers.

- **Social Innovation Resource Centre**

This will be a city-level management, coordinating and information providing body to be established during the project but to function in the long term. It will guide and coordinate the project’s actions, and generate and strengthen partnerships and social innovation initiatives. It will link people to initiatives and initiatives to people, and manage training needs. This will be the body responsible for the implementation of the integrated approach by coordinating the sectoral interventions, collecting sectoral data and synergising them, generating cooperation between services leading to efficient integrated solutions. The staff of the resource centre will consist of **three persons**: a City-level Resource Centre Manager (responsible for the communication with the city, work with the city decision-makers, etc.), a Local-level Resource Centre Manager (responsible for communication with coaches, community action groups and neighbourhood access points), and an Assistant (responsible for administration, professional and financial assistance, etc.).

- **Neighbourhood access points**

It is necessary to establish a social integration and innovation point in each pilot area, to contact vulnerable people and provide information on the integrated services and opportunities (job and business, start-up, social enterprise, etc.). The access points will work in a network with the city-level Social Innovation Resource Centre and all service provider institutions. They will be monitoring points of the household-level impacts of the activities. They will play an active role in conducting the survey and in mobilising residents in the disadvantaged neighbourhoods. They will offer the necessary communication infrastructure for the target group members to reach the digital public administration, or online education if the pandemic situation gets worse. Their work will be led by the Local-level Resource Centre Managers.

- **Virtual access point**

Access and information point based on existing publicly available community platforms. It broadcasts accurate information on socio-cultural events within the city, gives notice of administrative deadlines, etc. It will enable residents to access vacancies in areas with labour shortages, such as horticulture, seasonal work, maintenance and minor building renovation, to apply for related training and job fairs and to ask simple questions related to official matters.

These actions will improve the outreach to both types of households in need in target areas during the test period, will be extended to the whole city and multiplied in a long term:

- Those already captured by the social protection system – households with registered inhabitants
- Those eligible for social protection, but not yet benefiting from it – households with partly or fully non-registered inhabitants

- **Reaching the households**

Experience shows that that vulnerable communities are passive in development communication and need mobilisation and coaching to build their self-confidence and trust prior to their involvement in any participatory development process. In order to reach the households and involve them a network of coaches will support the mobilisation and capacity building process. It is important to know the difference between coaches and social workers.

- **Community action group at neighbourhood level**

The two pilot neighbourhood-level action groups are the results of a local mobilisation process implemented by the project to activate the target group in the development process, to empower them to take part in the work of the city level decision-making, to prepare their participatory needs assessment and action plan at neighbourhood level, to increase their ownership of the development process, to generate and identify innovative development ideas, projects, initiatives in the target communities, and to provide training and capacity development. They make use of the energy generated and the trust built by this community mobilisation process in the community in each disadvantaged neighbourhood. The community action groups will be supported by the Local level Resource Centre Manager.

- **Household level survey covering the two pilot neighbourhoods**

The survey aims to detect various resources and needs, and available social benefits and services of individuals and households in two segregated areas in Miskolc.

Area: Bábonyibérc and Tetenvár, located in Miskolc.

Involving community: The methodology is participatory, before the face to face interviews local action groups members will inform local people about the opportunities may come out from the survey.

Population: Households about 1200 people, 80% of the 808 inhabitants of Tetemvár belong to the Roma minority, and 70% are suffering of disadvantaged circumstances or housing poverty. The population of Bábonyibérc involves 80% Roma and 20% non-Roma elderly people. 90% of the Roma families belong to disadvantaged groups.

Survey: Comprehensive (no sampling) and anonymous. Questionnaires filled in by trained field researchers during face-to-face interviews at households or at the Neighbourhood Access Points.

Fieldwork period: about May - September 2021, depends on starting day of the project implementation.
Instruments: (1) household questionnaire, containing also detailed items for each household members; (2) individual questionnaire to be filled in by each person above 14 years old; all research instruments are anonymous.

Research team: (1) Desk researchers: responsible for verification of questionnaires and dataset preparation; Enumerators: Social workers, students, volunteers

- **Community initiated actions**

We do not define the exact content here, as the target group members will work out exactly what they want to do as a bottom-up initiative, but we basically mean small-scale, but also functional or aesthetic improvements in everyday life. Working together has a community development role and a mobilising role. Through community action, people forge together, adapt to the community - plan together and gain experience in working together through small-scale actions, and gain the healthy self-confidence needed for citizen initiatives. The implementation of community actions is based on the plans and coordination of the neighbourhood action groups.

- **Capacity building**

City level

Working in multi-level partnership – networking

Problems that will be addressed through the training:

Very limited skills and experience of local public, private and civil stakeholders on development and working in multi-level partnership models. Limited skills in identifying and mapping relevant stakeholders of integrated interventions (the missing creative approach: how can this stakeholder contribute and take part in co-create. Limited experience working in partnership with the target group and with the participatory method.

CD methods: it is a ‘learning by doing’ process - the development of integration strategies across actions and the exchange of information, as well as of good practices through network meetings (online and face-to-face exchange of information, including case studies and examples), study visits.

Introduction of Principal 14 in urban policy

The introduction and use of Principle 14 of the European Pillar of Social Rights as a governing principle in decision-making and at the level of urban institutions and public foundations. A social innovation model will be established to meet the EU principle of minimum income through integrated active inclusion approaches, which link income security and services, in particular social services and those that support access to employment. In the future, the model will be extended to all segregated areas of the city – by raising it to the policy level – so that the processes started in the project will continue independently, in a sustainable way, even after the project is closed. Policy implementation and model development is the responsibility of the city-level key expert and resource centre manager.

At target group level

Capacity building through community development is a 'learning by doing' process - the development of integration strategies across actions and the exchange of information, as well as of good practices through training and seminars (online and face-to-face exchange of information, training courses including case studies and study visits).

Elements will include:

Conflict management and mediation

Providing professional knowledge to make it clear to everyone where to turn in case of problems (contact with the municipality, police, environmental inspectorate, civil guard etc.), to improve the coexistence of the target group and the wider local society. The main goal is to prevent local ethnic and other conflicts and emergencies, or if this fails, to provide a rapid local signalling system or mediation to resolve problems. During the activity, local working groups are prepared to perform basic mediation tasks at the local (community) level.

General knowledge and communication workshops for the local working group

A general knowledge and communication workshop will be organised for local working groups to expand their basic knowledge. The members of the target group, from whom the members of the working group are also excluded, typically have very incomplete knowledge in the world of public administration and local government, which is difficult to understand anyway. The activity helps to solve the obstacles that hinder ordinary comprehension. The central theme of the preparation is the vocabulary, twists and styles of offices, meetings, discussions, and the skilful use of electronic communication tools and platforms, now more necessary due to Covid. The content of the activity can also be supplemented with topics that are revealed from the needs assessment and community action plan prepared by the community action groups.

Accessing social and other services for the target groups

Housing conditions

It is true for both areas to be included, as is usually the case for all segregated areas in the city that housing conditions, and often property ownership, are unorganised, and this phenomenon is even on a mass scale. A significant proportion of residents are not registered in the property where they live, their official address often being in another settlement. This causes a number of problems in everyday life: it excludes a significant part of the population from accessing more services and accessing benefits, and it is even a problem or even impossible to apply for medical care and to apply to school. The first step in accessing financial benefits is to assess these conditions, then to settle them at the city level, and to fulfil additional registration obligations and opportunities - e.g. Unemployed registration at the Employment Department of the Government Office.

Family health days

Help to undergo basic screening tests, and education for a healthier lifestyle. Organising screening tests, mapping the health situation, mapping problems with diseases, determining the need for further treatment, referring to appropriate institutions, and accurately assessing the need for any necessary medical aids - which can be obtained later from other sources. People living in the affected segregated areas only use the health services available in those areas. The poor health of the people living in these parts of the settlement also justifies the importance of these screenings. Within the framework of the health days, we pass on useful knowledge to the members of the target group, on the basis of which they may be able to access health screenings and services on their own in the future.

Legal advice

For members of the target group, everyday legal cases are not transparent, they are not aware of basic concepts or of the legal consequences arising from omissions, ignorance or other activities. As part of the service, we will provide free assistance to the population, primarily in family law, child protection matters, formal proceedings, legal consequences of disputes, and matters related to social benefits.

Trips

Sensitisation is strengthening each other's acceptance and helping them to live their lives, living conditions and leisure time. Primarily ensuring that children spend time together and spend their time pleasantly. During the activity, children and young people get closer together through conversations and shared experiences, get to know each other's habits, while enriching themselves with cultural experiences and external impressions, which will be integrated into the lives of individual families through children, changing and steering it in a better direction. Confidence in the municipality will also be built, as the city will also be present on the excursions.

Family days

Jointly spent cultural activities of a family nature, which are also open to the population living outside the segregated settlements involved. Culture as a common language is a tool for the process of getting to know each other. During the activity, families and communities with different social roots get to know each other's customs, teach each other their cultural traditions, or accept cultural differences through common conversations. People are brought together and open up to each other more easily. It is important in bridging the gap between the inhabitants of the settlements and in getting closer to each other.

Prevention programme

This element is open to all ages. The activity is based on the following important topics: prevention of harmful passions, especially drug use, protection of personality and private property, avoidance of victimisation, avoidance of usury, prevention of non-violent conflict, prevention of physical and mental hygiene problems, early physical pleasures, adverse effects of neglecting body care, family violence, and safe internet use. Prevention programmes are also open to schools, and can be implemented in a way that can be integrated into the education programme.

Employment services

Labour market counselling

The purpose of the activity is to promote employment. Labour market integration is about helping the target group to find a job in a primary or secondary labour market that supports long-term recovery from social and financial deprivation and can help make today's more liveable but costly households sustainable (overhead, regular environmental care, etc.). Through workshops, assistance is provided in three main areas: career guidance, acquisition of job search techniques, and assistance in labour market reintegration. Workshop visits, insight into the everyday life of some workplaces. Preparation of CV samples and own CVs, preparation of motivation letters, trial job interviews and practice and getting to know typical recruitment tasks. In the course of the activity, we will explore the potential of the social economy and mobilise the members of the target group who are receptive to it to start building an independent social enterprise.

2.4 Capitalising on international good practices

International experiences in the consortium

The project will build on consortium members' considerable experience in applying actively inclusive development process targeting disadvantaged communities, especially disadvantaged Roma and other ethnic groups in Hungary, in other EU member states and in the SEE countries. Some of our team members have worked with the EU Commission-Council of Europe ROMACT programme (e.g. in drafting the programme's methodological guideline) and with UNDP in design, implementation,

monitoring and multiplication of closely relevant local pilot initiatives in Hungary, Romania, North-Macedonia, Albania, Serbia and Turkey.

AEIDL, the transnational member of the consortium is regularly involved in European programmes and projects targeting employment, social inclusion, equal opportunities and citizenship. Business start-ups in an urban or rural setting, the adaptation or development of business activities, spreading of new technologies or new forms of work organisation, and interventions in support of young people, women, immigrants and other vulnerable groups are all topics the AEIDL team members are well versed in. We shall also draw on the extensive database, network and experience of AEIDL, such as Horizon 2020 projects in fields relevant to active inclusion of migrants in Europe and the LIFE and the ESF-TCI programmes; experiences in multiplication, dissemination, international networking and in linking local stakeholders in social innovation through e.g. SIC – the European Social Innovation Community. From the ongoing EPIC (European Platform of Integrating Cities) Survey on migration and integration practices, we wish to learn more about practices of inclusion across different European cities, from the Metropolitan area of Lisbon to the Polish Gdansk, and from the post-industrial city of Oberhausen to Sardinia.

European policy perspective

“An important purpose of service integration is to improve access to social rights, reduce social exclusion of vulnerable groups, and contribute to the overall objective of strengthening social cohesion. In developing integrated services, an essential consideration is the mainstreaming of issues such as gender, ethnicity, age, disability and poverty”

Active inclusion policy is strongly supported by the EU since 2006. The European Commission advocates for an integrated approach to active inclusion, with effective coordination and cooperation between public agencies leading to the enhancement of services. In addition that active inclusion policy should address the complexities of multiple disadvantages and the specific situations and needs of the various vulnerable groups. They advocate that active inclusion support the labour market integration of those who are excluded from or experience disadvantage in entering the labour market (aging people, women, youth, ethnic groups, migrants, people with disabilities and with no skills or qualifications).

Council of Europe report on “Integrated Social Services in Europe”¹² refers to practical frameworks to assist and planning integrated services. Munday refers to a continuum of integration which he calls an “Integration Ladder”. Viewing the different levels of service integration as a ladder provides a useful visual aid in which to discuss this issue. We plan to use the concept of the ‘ladder’ to analyse and learn international best practices, examples that we can capitalize in our project.

¹² B. Munday, 2007 Council of Europe, http://eurocef.eu/wp-content/uploads/2014/01/services_sociaux_integrees_europe.pdf

3 How are the relevant co-applicants involved? Are they involved in the work programme? Are the respective roles clearly defined?

3.1 Introduction and competences of the partners

The City of Miskolc

The Municipality carries out multiple activities and tasks that cover a wide range of local public affairs. These can be ensured by the operation of the city, its feasible technical infrastructure, as well as the provision of at least basic services to the population with communal and human services. The municipality also undertakes voluntary tasks, e.g. support for regional development, tasks relating to equal opportunities, strengthening local public security, support of the effectiveness of nationality rights.

The city has endeavoured to promote the improvement the quality of life of people by providing labour market services and support for jobseekers in order to raise the chance of finding a job for disadvantaged people, e.g. those with low education, young jobseekers, those suffering long-term unemployment, Romas, and jobseekers with registered addresses.

Employment Pact

Therefore the city realised a programme with the title of "Employment Pact Programme of the City of Miskolc" whose aim is to implement training, education and human development and employment programmes based on real labour market demand and supply, along the lines of the Employment Strategy developed jointly with the city's enterprises, educational and NGO organisations. The expected outcome of the implementation period of the Pact for the period 2016-2021 is that at least 2014 potential jobseekers will be included in the programmes. This project includes activities to improve information flows between labour market participants, provision of wage subsidies for employment and linking jobseekers to assessed labour needs.

The City of Košice

The City of Košice – a Municipality divided into divisions and offices, including the Mayor's office of the City of Košice – has an important role in the operation of the city Košice and in the execution of the decisions of the City Council.

The Municipality, under the direction of the mayor and the director, operates as a unified office, within the framework of which it provides:

- Professional, organisational and administrative work related to the performance of the tasks of the city and its bodies;
- The written agenda of city authorities and city council bodies, expert documents and other documents for the meeting of city authorities and their bodies;
- The professional agenda of the city and written copies of city decisions;
- Implements resolutions of the city council and city regulations and city decisions.

University of Miskolc

The predecessor of the University of Miskolc was the school of mining and metallurgy (*Bergschule*) established by Charles III in Selmecbánya in 1735.

The demand for a change in the educational system gave rise to the intention to complete technical faculties with ones offering programmes in social sciences. Law courses started in 1981, and an independent Faculty of Law was established in 1983. It was at this time that the objective was formulated that the university should rise to the level of *universitas* in the classical sense.

The next development step was the launching of a programme in economics, followed by the establishment of the relevant faculty in 1990.

As of 1 July, 1990, the name of the university was changed to University of Miskolc (Hungarian abbreviation: ME).

In 1992, the Institute of Arts was founded. It became a faculty in September 1997.

In 1997, following its separation from the college, the Miskolc department of Liszt Ferenc College of Music was integrated into the university as its Bartók Béla Music Institute.

Having renewed their programmes, the technical faculties continue their activities as Faculties of Earth Science and Engineering, Materials Science and Engineering and Mechanical Engineering and Informatics.

The Faculty of Healthcare was given faculty status in 2005.

The University offers BA, MA and PhD courses at various topics and also has a significant impact on research in the fields of the Faculties.

ABAUJRAKEZDES

The Abaújrakezdés association embodies the partnership-based co-operation of local actors. After exploring the development opportunities, we generate jointly feasible projects that seek answers to the serious employment, social and educational problems and shortcomings of the region. With the help of our experts, the association embraces bottom-up initiatives and provides the right professional support for forward-looking project ideas. We consider alternative agricultural solutions, the exploration of tourism opportunities and the exploitation of the opportunities inherent in the social economy to be the priority areas of development. Our activities also cover the development of the local community directly and the encouragement of investments, one of the most important factors indirectly influencing the quality of life. We support innovation and we are seeking to access and provide more and more useful information for the cooperation of local actors, the generation of joint developments and the sustainability of the results achieved.

Activities:

- Development of local communities through partnership cooperation of local actors;
- Exploring development opportunities and generating joint feasible projects;
- Supporting bottom-up initiatives, and giving professional support for forward-looking project ideas.

HÁRFA

The aim of the Network for Regional Development Foundation (HÁRFA) is to support the strengthening of networking necessary for balanced territorial development among social, economic

and public institutions interested in regional development. The foundation's objectives and tasks comprise the following activities:

- to develop a knowledge base related to regional development;
- to strengthen networking by organising events and forums for the above-mentioned target groups;
- promoting cross-border joint regional development through joint projects and providing professional support for their implementation;
- promoting social and economic development of convergence regions developing human resources;
- disseminating innovation in the business culture and the non-profit and public sectors, organising training, researching the needs in these fields, disseminating EU innovation patterns and methods, generating co-operations, participating in international innovation programmes and research projects;
- child and youth protection, health preservation, disease prevention and organisational training to improve the quality of life.

HÁRFA has an adequate background in the field of development policies. The foundation operates with a specific focus on local development actions and cross-border partnerships but was and is also involved in other EU-funded projects, both as a promoter and an implementing expert. HÁRFA is operating the South Transdanubian Regional Innovation Agency, an innovation hub for the region.

From 2020 on, HÁRFA – in partnership with three Hungarian universities – is part of the National Laboratory for Social Innovation, with the role to disseminate and transfer knowledge on social innovation methods and tools to local actors throughout the county.

AEIDL

The European Association for Information on Local Development (AEIDL), established in 1988, is a multicultural and multilingual non-profit organisation specialising in:

- The coordination of and technical assistance to transnational networks and initiatives of the European Union;
- The dissemination of knowledge and methodological tools at European level;
- The study and evaluation of European programmes and policies.

In more than 30 years of existence, AEIDL has developed an expertise in organising and delivering a wide range of technical support services for European networks and programmes. It has a well-established presence in Brussels and benefits from a strong 'knowledge and data management' system that it has developed over the years. AEIDL has extensive experience in working with the European Commission and other EU institutions. Its activities also encompass the coordination of European networks, the production of websites, databases and multilingual publications, and the widespread dissemination of information to targeted audiences. AEIDL has experience leading EU-funded projects focusing on vulnerable groups, e.g. EMEN, YMCB, SIC. It is also part of a number of EU-funded projects, such as MAX, focusing on the image of migrants in the EU, EPIC, building better integration systems in medium-sized cities, and DESIRA, which is about game changers in digitisation in rural areas. It provided technical assistance to DG EMPL for the European Social Fund transnational cooperation platform until July 2019, including the Thematic Network on Social Inclusion, and others. Furthermore, AEIDL is implementing a large number of other projects and

contracts as part of international consortia, such as the Buying for Social Impact project, FI-COMPASS communications and capacity building, the European Network for Rural Development (ENRD), the Fisheries Areas Network (FARNET), and communication for the LIFE Programme. AEIDL was at the core of ECOLISE, the European network for community-led initiatives on climate change and sustainability.

3.2 Involvement and tasks of the partners

The division of tasks and responsibilities is designed taking into consideration the capabilities, competences and comparative advantages of the different partners. The detailed division of tasks is presented in Chapter 9, which contains the detailed workplan, including a Gantt chart.

4 How is the monitoring and evaluation of the planned activities foreseen?

4.1 Ongoing monitoring in the operation process of pilot action

A **Monitoring Task Force** to be set up during the preparation phase of the project shall be responsible for the implementation of ongoing monitoring in the operation process of pilot action. The Monitoring Task Force is responsible for the creation of the **comprehensive monitoring and evaluation plan**. The comprehensive monitoring and evaluation plan is based on monitoring of the committed indicators assigned to the planned project milestones, during which factual values and target values will be regularly reviewed on a time-based method.

The basic objective of the monitoring process is to monitor consistency with project strategic objectives and expected results for target groups provided. As a horizontal principle, a comprehensive monitoring and evaluation plan should include the general requirements of the EaSI Programme in relation to the activities of the project, pay particular attention to vulnerable groups, such as young people, inactive, long-term unemployed, single parents, people with migrant background, among others; promote equality between women and men; combat discrimination based on sex, racial or ethnic origin, religion or belief, disability, age or sexual orientation; promote a high-level of quality and sustainable employment, guarantee adequate and decent social protection, combat long-term unemployment and fight against poverty and social exclusion.

During the whole monitoring process, we are aiming to create a Monitoring Database, that contains relevant factual values, target and actual results of indicators at certain times. The Monitoring Database will be examined in the Monitoring Report according to the timetable set out in the comprehensive monitoring and evaluation plan.

Areas to be examined during monitoring:

- Meeting strategic goals
- Time-scale achievement of milestones in light of result and outcome indicators
- Meeting horizontal objectives
- Financial progress
- Formal requirements of achievements (e.g. Public Appearance Guidelines)

Methodology of monitoring:

Ongoing monitoring aims to continuously monitor the implementation of project activities, collect up-to-date information on the project and evaluate it within the framework of operational activities. This method allows regular reviews of activities in real-time, daily statistical analysis (e.g. trend analysis). The Project Manager will be a member of Monitoring Task Force that provides current information about monitoring results and allows integration of current results into operational processes (feedback).

Monitoring tools:

- **Monitoring database:** includes the status of professional activities of the project, monitoring indicators. The Monitoring database is a table which is updated monthly, consortium-wide. Inputs to the monitoring database are as follows: operational reports, such as financial reports (financial capacity, sources), human resource (staff employed); professional reports such as training records, household survey reports, regular and ad hoc data services produced during the project.
- **Monitoring report:** examination of difference between project's implementation and objectives set, scheduled for quarterly. Inputs to the monitoring report are as follows: monitoring database, professional reports, household survey reports, regular and ad hoc data services produced during the project. The Monitoring reports also include the assessment of compliance with strategic objectives, examination of compliance with horizontal objectives and monitoring the involvement of 30 involved families in the project. The evaluation should include both the design and implementation stages and it should be adequately timed.
- **Final activity report:** on the steps and achievements made towards addressing aims, planned at the end of project.

The comprehensive monitoring and evaluation plan identify the relevant results and outcome indicators which contained in the table below.

Relevant results and outcome indicators

	Indicators description	Unit of Measure	Target value	Means of Verification	Type of Indicator
I.	Multi-level multi-stakeholders partnerships are in place and exchange of information and procedural arrangements are developed and mutually agreed (tool: city's social innovation committee)				
1	Number of established partnership (public, private and civic partners), networking in the project; city's social innovation committee	number of organisations	3	cooperation agreement assessment report	Outcome
2	Number of vocational and other thematic trainings, workshops	number of trainings	10	attendance sheet training reports	Outcome
II.	The established partnerships facilitate and regularly evaluate the newly tested implementation of services (tool: social innovation resource centre)				
3	Local policy assessment	number of work meetings	10	assessment reports	Outcome
III.	The partnerships work towards common goals jointly defined, such as addressing particular problems				
4	Integrated approach based services	number of household survey	30	survey	Outcome
5	Integrated pilot system	number of proposal	1	proposal	Result
IV.	Reaching out to or empowering particular target groups (tool: neighbourhood level access points and the community action groups)				
6	Number of those who are not registered involved in the project	capita	100	survey	Result
7	Number of those who are registered inhabitants in Miskolc, but have difficulties to access job opportunities or social benefits (e.g. vulnerable Roma women with more children, Roma youth) in the project	capita	300	survey	Outcome
8	Number of those whose motivation, working experience or education level makes possible to integrate them to the job market easily (e.g. vulnerable youth) in the competence measurement and development	capita	50	attendance sheet (75% of training occasions must be attended)	Outcome
9	Number of whose employee competence has developed	capita	20	certification	Result

The specific indicators are linked to each work package and task of the action. For details, see Chapter 9.

4.2 Presentation of methodology and process of organising an independent evaluation to validate project results

Principles of independent evaluation

Independent evaluations of project impacts will be carried out by external experts. Direct and indirect data and information required to carry out the evaluations are provided by Project Manager, as a member of Monitoring Task Force. Direct data is transferred from the monitoring system built into the process. Indirect data are provided by employment and other relevant statistics in project area. The well-defined geographical area of project activities ensures a targeted and accurate assessment of effects of the project.

Assessment of project impacts consists two main components:

- **Results evaluation** shall address the results attributable to the project and the extent to which the project has achieved its objectives.
- **Process evaluation** relates to how the project has been carried out in terms of consistency and planning with action plan set out and the effectiveness of different activities of the plan, in line with policy relevance.

Criterion of Methodology

- Purpose of independent evaluation is to examine objectives, achievements, results and impacts, i.e. effectiveness of the project, for the project as a whole or for a specific sub-area
- Detailed analysis of implementation of the project carried out at specific times examines the main activities of the project using result and outcome indicators. Evaluation validating the results also covers complex activities, professional goals and project management.
- Combination of tools needs to be in line with the expected timeframe of evaluation, and needs to enable efficient delivery from a logistical point of view;
- Methodological tools must ensure the highest possible quality evaluation results, providing real and valuable answers
- Participation in evaluation process (interviews, provision of data, etc.)
- Data must be collected from all relevant sources and have them screened from various aspects. This way the reliability of information used will be higher. Triangulation means combined use of quantitative and qualitative methods to cross check their reliability and validity of the findings.

- Self-generated research and secondary data collection tools, as well as quantitative and qualitative methods provide the methodological basis of our proposal. This combination is necessary due to complexity and depth of evaluation tasks. These data will be provided to the external experts.
- Qualitative methods are used to understand unstructured problems in depth, to map the context implicit relations between phenomena and to identify problem areas. Via these tools we would like to map “all possible points of views”.
- In policy and programme level evaluation, most of the evaluation questions require the revealing of “soft data”, while expecting the investigation of a complex problem – therefore we give a higher weight to qualitative methods in our approach, to be able to meet these requirements.
- According to our experiences innovative co-creation techniques work very efficiently in this context, these tools form a key element of our methodological toolkit.
- Quantitative methods encompass a systematic empirical investigation of socio-economic phenomena via statistical, mathematical or numerical data or computational technique. Quantitative methods require quantifiable data: in the context of the current ex-post evaluation, they can be used primarily to evaluate financial spending figures, indicator values and to process the data gathered via surveys and similar self-generated research techniques. However, there are limitations to the application of quantitative methods: surveys as typical tools for evaluation, can only be effectively applied in the current context, in cases when the multitude of the target group allows for a reliable statistical analysis.
- Evaluation based on practice oriented approach, applicability.

Criterion	Implementation
Relevance	Relevance of a specific policy is assessed by exploring whether the policy and its interventions are designed to address relevant needs of the vulnerable groups (e.g. vulnerable Roma women with more children, Roma youth). This assessment at ex post stage shall also look into the appropriateness of objectives, coherence and adequateness of package of actions and/ measures planned objectives within a policy to achieve set given a specific context.
Transposition	Assessment that transposition of a policy or action/measure is timely, correctly done and implemented in the disadvantaged neighbourhoods, so as to attain the intended results

Criterion	Implementation
Complementarity	One of the main project goals is to create synergies between policies. All policies work in a legislative context, which is complex, changing rapidly. Complementarity may exist among different policy interventions that will achieve similar objectives. Ex post evaluation will look into assessing the complementarity between the policy that is evaluated and other support instruments, as well as synergies, and even potential overlaps.
Efficiency	Evaluation of efficiency of a policy means looking at the relationship between allocated resources and achieved policy outputs, and finally results. Assessment focuses on whether the same results and impacts could have been achieved while using fewer resources. Efficiency related to the allocation of resources in order to achieve the policy objectives. Integrated (pilot) system and policy implementation procedures will have to be reviewed as they also affect the efficiency of policy implementation.
Effectiveness & achievements	Evaluation of operational efficiency in the light of organisational structure appropriate for operational purposes e.g. human resources staff with continuously updated relevant knowledge, progress of planned milestones, outcome and result indicators in project, progress of financial effectivity.
Results	Impact assessment of ongoing monitoring results In this assessment, the results achieved should be in line with the needs and objectives set in the project strategy.
Impacts	Tetemvár and Bábonyibérc are two disadvantaged neighbouring areas well delimited, therefore the impact of the project can be well-measured and comparable with any other public or local services. Mid-term and ex post evaluations provide comparable results.
Sustainability	Assesses ability of the project effects to last in the middle or long term after the project support has ceased.
Utility	Assessment of utility of a policy focuses on whether the impacts obtained by an intervention correspond to needs of target groups and to the socio-economic problems to be solved. Experience of those using the services of local access points and general perception of local access points can be the focus of evaluation.

Criterion	Implementation
Success and failure factors	Ex post evaluation can be used for shaping policy instruments and resource allocation. The evaluation identifies success and failure factors by analysing inherent and contextual issues which might foster or weaken the effects of the intervention. Amongst the most important inherent issues are delivery mechanisms, administration, management and efficiency of its operation.

The independent evaluation will be organised from the project preparation phase. Evaluation shall be carried out with involvement of an external expert, which shall ensure independence. In order to validate the results, mid-term evaluation (15 months) and ex-post evaluation will be insured. Independent expert shall draw up evaluation reports on the basis of the objectives of the evaluation.

Steps and tools for process evaluation:

1. Evaluation planning (e.g. Formulate strategic objectives according to different perspectives)
2. Information gathering, data collection (using Monitoring Database, Monitoring Report, annual status report etc.)
3. Analysis and evaluation of information and data (monitor the achievement of milestones and indicators, relation to the target groups, task delivery, cost plan)
4. Project evaluation, formulation of proposals

Mid-term evaluation purpose:

Examine progress of project, implementation of objectives, review financing effectiveness, evaluate project management and formulate proposals on this basis.

Formulate proposals for planning the following project phase.

One of the most important features of mid-term evaluation process is providing truly usable results for project implementers - information that project managers and staff can use to improve results.

Ex-post evaluation aims to:

Analyse and evaluate the results and effects of project implementation. Examination of professional, financial and organisational sustainability. Formulate proposals for planning following projects, adaptability of activities.

Integrating the indicators of the EU Roma strategic framework into the evaluation process

The concept of the 4IM project is designed to have a special focus on the Roma minority. Therefore we put special emphasis on assessing the results of the pilot action also against the requirements and indicators related to the objectives and targets of the EU Roma strategic framework for equality, inclusion and participation.

More specifically, the following assessment criteria will be built into our evaluation framework:

- The outcome indicators of Objective 2: ‘Reduce poverty and social exclusion’ will be measured in the selected neighbourhoods in Miskolc:
 - Share of people living in a household that cannot afford a meal with meat, chicken, fish (or vegetarian equivalent) every second day
 - Share of people living in a household where at least one person has gone to bed hungry in the past month because there was not enough money for food
 - Share of children aged 0-17 living in a household where at least one person gone to bed hungry in the past month because there was not enough money for food
 - Share of people living in a household that is only able to make ends meet with (great) difficulty
 - Share of people who do not have a bank account
- Several process indicators for horizontal objective 2: ‘Reduce poverty and social exclusion’ will be integrated into the evaluation criteria assessing the implementation of the pilot action:
 - targeted training on tackling discrimination and antigypsyism is organised for staff of social services;
 - measures are in place to ensure the participation of Roma in developing policy responses in the area of social inclusion/poverty reduction;
 - the specific measures in the area of poverty reduction and social inclusion (in particular those targeting Roma at high risk of marginalisation) are developed in partnership with Roma CSOs;
 - interventions in the area of poverty reduction and social inclusion (in particular those targeting Roma at high risk of marginalisation) are carried out with the participation of Roma community organisations;
 - Roma CSOs participate in monitoring the results of the measures implemented to reduce poverty and social exclusion (in particular those targeting Roma at high risk of marginalisation);
 - local government institutions and administration includes input from Roma civil society, business and industry, academia and research in their decision-making processes in the area of social inclusion/poverty reduction.
- Also, several relevant process indicators for horizontal objective 5: ‘Increase effective Roma participation in paid quality and sustainable employment’ will be integrated into the evaluation criteria assessing the implementation of the pilot action:
 - mechanism for supporting the quality employment of Roma is in place and benefits from the necessary financial resources;
 - Roma ‘employment and youth mediator’ positions exist in the administrative structure of municipalities with a high share of Roma in the population;
 - targeted measures to support the formalisation of existing informal employment are in place;
 - targeted measures to support Roma employment in the public administration are in place;
 - public work schemes targeting localities with a high share of Roma in the population have explicit exit strategies with skills-building and qualification components;
 - programmes that support first-work experience, job placement and apprenticeships and career development targeting Roma youth are implemented and resourced;

- awareness-raising campaigns and targeted training on tackling discrimination and antigypsyism in the labour market are being organised for employment services, unions and employers;
- measures are in place to ensure the participation of Roma in developing policy responses in the area of employment;
- Roma CSOs participate in monitoring the results of implemented measures;
- local government institutions and administration include input from Roma civil society and in particular Roma entrepreneurs and successful Roma professionals, in their decision-making processes in the area of employment

4.3 Mainstreaming/dissemination and up-scaling

The main purpose of the call is to support policy innovations and experimentations implemented at a small scale and within conditions that enable their impact to be measured, prior to being replicated on a larger scale if the results prove convincing. To achieve this we designed a dissemination and mainstreaming plan that assures that the result become known, adapted and replicated by the relevant stakeholders on the local, national and EU levels.

Our approach

We conduct dissemination and mainstreaming as an integrated building process that gathers valuable project results in the specific field of social innovation policy. It enables sharing of knowledge and raising awareness about the achievements of the 4IM project.

The main purpose of our dissemination and mainstreaming approach is to generate new knowledge to support the development of future policies and programmes. The process of mainstreaming, then supports the (re-)use and/or transfer of this knowledge, ultimately promoting improved performance and delivery.

Our way of mainstreaming involves a building process aimed at consolidating the knowledge built by the 4IM project, including:

- the identification of results through benchmarking and detailed content analysis, building on existing knowledge and experience;
- making the knowledge and results generated by the 4IM project more accessible, thus improving the transfer of knowledge, among project stakeholders and beyond;
- promoting the re-use and/or transfer of this knowledge and these results, and providing guidance to replication, in order to support performance and delivery, future policies and programmes' developments;
- raising awareness and improving communication of results in the specific fields of social innovation policy.

In this regard, mainstreaming is complementary to the information, communication, monitoring and evaluation processes.

Three layers, three communication structures

All dissemination and mainstreaming activities will be structured according to three layers: the local level, the national level and the international level.

Different communication structures, channels and tools will be applied on these three layers:

- At local level, the City of Miskolc will be the main driver of the mainstreaming process. A **Social Innovation Committee** will be set up on the basis of the existing Taskforce for Integration, involving all relevant stakeholders including municipality and governmental institutions, local NGOs, experts and the academic sector. This will be the consultation forum for discussions on the design and the implementation of the pilot action, for the joint assessment of the results, and for the preparation for local up-scaling and mainstreaming. All these stakeholders are already represented in the Taskforce for Integration, and have already expressed their willingness to adapt and replicate the positive results of the action, assuring the local level sustainability of the action (more details can be found in the Sustainability chapter of the workplan).
- At national level, the dissemination and mainstreaming activities will be channelled into the activities of the **National Laboratory for Social Innovation (NLSI)**. The NLSI is a joint initiative of three Hungarian universities (including the University of Miskolc) and HÁRFA to research, develop, test and disseminate social innovation tools in Hungary. In the NLSI structure, HÁRFA is responsible for the dissemination of social innovation practices to local level institutions and NGOs throughout the country. Capitalising on the NLSI mechanisms will allow for a more powerful dissemination and replication performance, reaching out to most of the local communities, and ESF authorities in Hungary.
- At international level, **AEIDL** will be the mainspring of dissemination and mainstreaming. Building on the existing EU-wide network of ESF experts and managing authorities that AEIDL has, regular consultation fora will be organised to disseminate the results of the action. Also, an EU-level knowledge hub operated by AEIDL will be set up and operated. Furthermore, the City of **Košice** will play an important role in the international layer of mainstreaming, because – going beyond dissemination – it will serve as a test ground for international replication of the social innovation tools.

Early involvement and continuous consultation

We put high emphasis on the early involvement of policy-makers and social policy implementing stakeholders. The dissemination structures will be set up already in an early phase of the project implementation, and will serve as consultation fora already in the innovation design and the pilot implementation phases. With this approach, the stakeholders will be informed not only about the results of the pilot action, but they can follow and reflect on the whole lifecycle of the social innovation pilot.

The consultation fora will operate continuously throughout the whole project on all three layers, offering an opportunity for dissemination, feedback and validation at several stages of the project.

Dissemination products and channels

We designed the dissemination product and channels in a way to fit the needs and specificities of each of the targeted stakeholder groups.

The dissemination content will always be based on validated results, containing reliable and tested information only. The content will be designed to ease adaptation and replication.

The 4IM project will deliver two types of dissemination products:

- awareness raising products including
 - a project website in Hungarian and English,
 - 3 different types of leaflets/brochures, designed for different target groups: local stakeholders, national authorities in Hungary, and ESF authorities in other MS,
 - 6 testimonial videos (in Hungarian with English subtitles)
 - 20 blog articles in Hungarian and English.
- knowledge transfer products including
 - detailed methodological description and replication handbook of the social innovation tools applied, in Hungarian and English;
 - three case studies in Hungarian and English.

The dissemination and consultation channels applied will be:

- on local level:
 - regular consultation in the local Social Innovation Committee to be set up;
 - presence in the local media (newspapers, TV and radio);
- on national level: regular participation on the events and fora of the National Laboratory for Social Innovation
- on international level:
 - regular online workshops involving ESF authorities and social innovation experts from various Member States and the Commission;
 - the international conference organised at the end of the action;
 - an EU-level digital knowledge hub operated by AEIDL.
- across all layers: continuous social media presence via LinkedIn and Facebook.

Transnational cooperation

This project provides for co-operation with two transnational partners, the City of Košice (Slovakia) and the association AEIDL (Belgium). Košice will carry out a pilot of the methodology developed, while AEIDL will contribute experience and know-how from the European level, and will disseminate the results throughout Europe.

AEIDL, *l'Association Européenne pour l'Information sur le Développement Local*, is a non-profit association comprising 30 individuals from across the EU with knowledge and experience in local development. AEIDL operates as a social enterprise, carrying out contracts and projects in the field of territorial development, environmental protection, social affairs and social innovation, mainly for the European Commission. It is currently responsible for communication within the LIFE programme and for co-managing the FARNET programme supporting community-led local development in coastal areas. It has recently co-ordinated both the Social Innovation Community and the ESF Transnational Platform. It thus has a well-developed European network which it will use to contribute know-how from other European regions, and to disseminate, mainstream and scale up the project's results.

It will establish and operate a knowledge platform for the purposes of the project, to collect, produce and share social innovation knowledge products.

The project will organise:

- two **transnational study visits** to enable mutual learning between the project and Roma integration projects in other European countries. Each visit will involve 2 nights away and be open to between 10 and 20 participants. Destinations will be agreed, with the Commission's agreement, once the projects are under way.

- two **international validation workshops** (one in the design phase and the other after the mid-term evaluation) to validate the results to prepare for dissemination. Attendance will comprise approximately 10 individuals drawn from AEIDL's ESF and social innovation networks.
- a **European dissemination event** in the final three months of the project, to which it will invite all relevant stakeholders, including policy-makers in European institutions (Commission, Parliament, committee of Regions, EESC etc.), national, regional and local authorities and their representative bodies, ESF+ Managing Authorities (particularly targeting those in areas with significant Roma populations), NGOs and foundations active in combating discrimination against Roma, social exclusion more broadly and in community development, academics and the media. It will aim for an attendance of over 100 people.

The learnings and results will be publicised through event reports and web articles and social media posts targeted at European policy-makers and practitioners.

These events will be organised with due regard for travel and social distancing measures made necessary by the current COVID-19 pandemic.

The project will also present its results at relevant external events as opportunities present themselves. These might include the OECD Local Development Forum, the European Rural Parliament and events organised within the LEADER and FARNET programmes promoting the Community-Led Local Development (CLLD) approach.

5 Is there a quality assurance plan?

Quality control in place is a key element in ensuring the delivery of high-level services and smooth project implementation. In our approach, quality control should focus on both the pilot implementation process and also on the products. We have defined a quality assurance system, including the responsibilities and authorities of internal acceptance, the acceptance criteria, the verification of acceptance and the required actions in case of non-conformance. The quality assurance system of the 4IM project will be operated by HÁRFA.

5.1 Process Quality Control

The process quality control system of the 4IM project covers the following areas:

- **Internal management structure:** Roles, responsibilities, reporting requirements and rules of communications are standardised to ensure a transparent and well-functioning system. Roles and responsibilities are discussed at the kick-off meeting so that all staff working on the implementation be aware of the internal rules. Work package managers will report to the Project Manager every month as to their progress. Field work experts report to the work package managers as to their progress.
- **Templates for administrative documents and deliverables:** quality control will prepare the templates (see product control) for the different types of products and will check monthly that the templates and the methodological instructions are respected.
- **Control of the work in terms of timing:** this means defining and strictly enforcing project deadlines. Monthly management meetings of the core action team will ensure that each task progresses as planned and monthly reports are to be submitted to the Project manager about

each work package. The work package manager will collect sub-reports from his/her team and compiles a monthly progress report.

- **Methodological process control:** We will pay special attention to the right sequence of steps to be completed in order to get the best quality outcomes. To ensure the homogenous quality of the expert work, detailed methodological guidelines are developed for the whole pilot action. Regular on-site quality assurance checks of the internal QA team
- **Continuity of operation:** This area covers ensuring that the absence of an expert does not stop the process. This means that we will have extra capacities at hand in order to substitute an expert who cannot perform that agreed tasks. Internal rules for reporting will ensure that absence could be handled. In case an expert is not available he/she has to report this two weeks before the given deadline or event so that that the substituting expert could prepare and deliver the task.
- **Data protection:** By the nature of the project activities, the implementation of the pilot action requires the collection and handling of personal and sensitive data. The quality assurance continuously monitors that the data protection requirements set out by GDPR are continuously and strictly applied throughout the implementation process.
- **Internal process of acceptance of deliverables:** At the beginning of the implementation of each task the team of experts working on it meets, and discusses the steps and methods in detail, so that each task will come up with a specific detailed methodological guidance for the task. These guidelines are to be accepted by the quality control experts. Quality control expert participates this first meeting in order to explain the expectations as to the content, structure and format of the deliverables. The expert will be available for consultation during the entire project life cycle. Two weeks prior to the final deadline, the deliverables must be sent for quality control check. This means that the work package manager prepared product for the quality control expert who has 3 days to comment on the deliverable. He/she will check the aspects described in the Product quality assurance system below. In case modifications are requested the work package manager has three days to modify as requested and resend the report. Once the formal and content QC is final, language QC starts. A minimum of 3 days has to be left for language QC.

5.2 Product Quality Assurance

Quality assurance of the deliverables will ensure that the project documents will be fully complete and in line with the project application form and work plan and with the international standards.

The following will be paid attention as part of the quality control system:

- ⇒ **Hard-copy and electronic documentation:** In order to ensure a standardised process, it is important to have standardised forms for recording data and information. This will ensure the easy retrieval of information. The project manager will set up the proper documentation system with templates. There will be a project site where all the documents will be available, so the sending or large files be avoided and the changes of the documents be followed.
- ⇒ **Elaboration of methodological guide** and template documents for the activities of the work packages. These documents ensure that information coming from different experts will be compatible. It also helps control the quality of deliverable materials. In addition, the

standardised content of the file sets will ensure that documents are retrievable and it helps to meet the external documentation requirements.

- ⇒ **Language check:** a native speaker with knowledge of the proper terminology will read all the relevant document.

The product quality assurance has to steps:

- ⇒ **Formal quality control:** means the check of templates, structures are of the reports as well as the language check.
- ⇒ **Content quality control:** the actual content of the document is checked.
- ⇒ **Language check**

In accordance with our quality assurance requirements, the following aspects will be considered upon checking the products:

- ⇒ **Meeting needs:** The deliverable adequately addresses the information needs and corresponds to the work plan.
- ⇒ **Relevant scope:** The rationale, outputs, results, impacts, interactions with other policies and unexpected effects have been carefully studied.
- ⇒ **Defensible design and methods:** the methods applied during the elaboration of the deliverable are tailored to the task and requirements of the work plan.
- ⇒ **Open process:** The relevant stakeholders have been involved during the elaboration of the deliverable in order to take into account their different points of view.
- ⇒ **Reliable data:** The primary and secondary data collected or selected are suitable and reliable in terms of the expected use. Data validation is built into the process.
- ⇒ **Credible results:** The results are logical and justified by the analysis of data and by suitable interpretations and hypotheses.
- ⇒ **Impartial conclusions:** The conclusions are justified and unbiased.
- ⇒ **Clear report:** The deliverable describes the context and goal, as well as the results in such a way that the information provided is easily understood.
- ⇒ **Useful recommendations:** The deliverable provides recommendations that are useful to stakeholders and are detailed enough to be implemented.
- ⇒ **Adherence to internal methodological guidelines**

The product quality assurance will cover the following products and deliverables of the 4IM project:

- ⇒ Research and evaluation reports
- ⇒ Methodological guides and descriptions
- ⇒ Dissemination products

5.3 Risk management

The main risks the project faces and measures to be taken to mitigate their effects are set out below:

Key risks	Remedial measures to be taken
Key member of project staff becomes unavailable	short-term cover is found, or if necessary post is reappointed
Member of steering committee is unavailable	appointing organisation replace them
Partner organisation does not fulfil, or is late fulfilling, allotted tasks	project staff initiates dialogue to resolve problem. if problem persists, task is reallocated. Steering committee may impose sanctions such as reduction of budget
Community action groups do not function well	intervention of process consultants
Target group members drop out of project activities	if within first 18 months of project, participants are replaced

5.4 Project management methodology

Lead Applicant and co-applicants

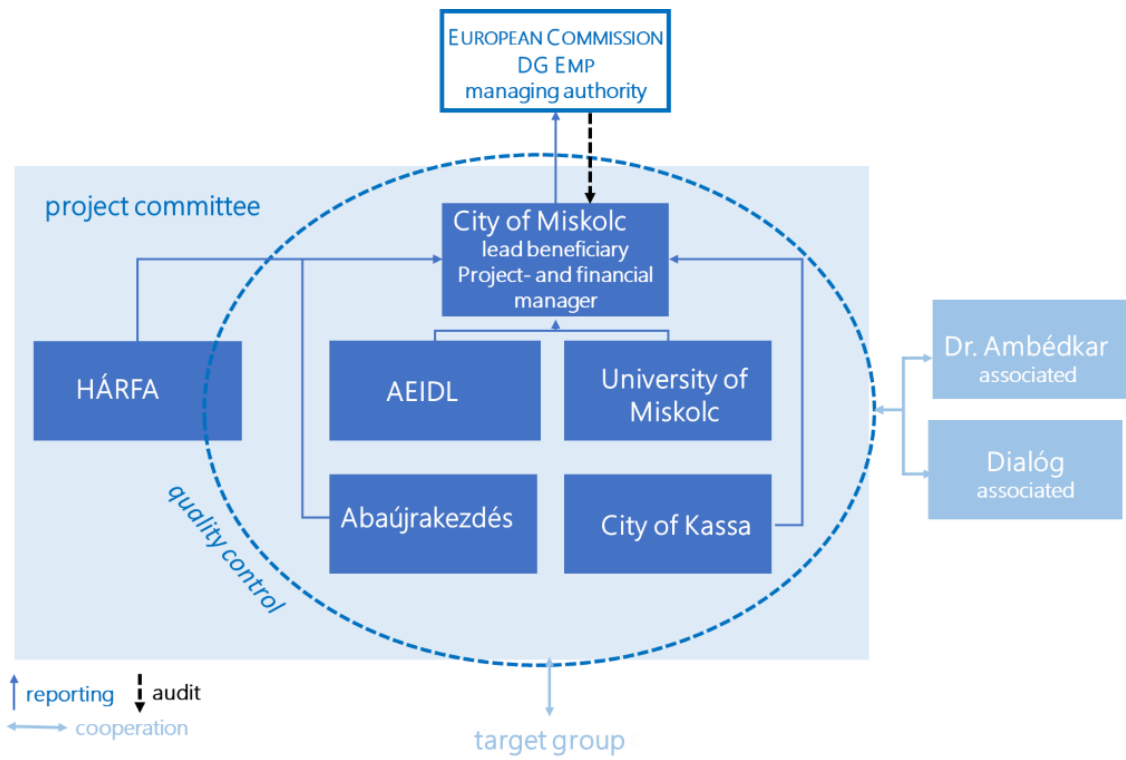
As the project is carried out by a consortium, the lead applicant and co-applicants shall agree on an internal arrangement, consistent with the provisions of the grant agreement, for the proper implementation of the action. The City of Miskolc takes the role of lead applicant and coordinates the project team. The coordinator is responsible for submitting the proposal and signing the grant agreement after having received all the required powers of attorney from the other five beneficiaries.

Associate organisations

Organisations other than the financial beneficiaries may participate in the action as associate organisations where this clearly serves the aim of the action, on a no-cost basis. The two associated organisations will not be parties to the grant agreement.

Set-up of the project management

The steering body of the project management is the Project Committee. The relationships among the project organisations are visualised in the chart below:



The roles and responsibilities of the project committee members

Member	Roles	Responsibilities
<p>Project manager of the lead beneficiary</p>	<p>Leadership, communication</p> <ul style="list-style-type: none"> • Coordination and management of project partners' work • Operational management of the project organisation, ensuring progress according to schedule • Supporting and preparing the work of the project team, participating in partners' meetings • Organisation and preparation of internal discussions, meetings and consultations • Coordination of internal and external communication and information flow • Managing organisational change • Represent the project to third parties • Project website operation <p>Grant agreement management</p> <ul style="list-style-type: none"> • Coordination of the preparation of amendment requests, elaboration and submission of necessary documents, monitoring the amendment of grant agreement • Monitoring the performance of the grant agreement • Management of agreement with other project partners • Regular review of project progress and contract performance <p>Monitoring data provision, reports</p> <ul style="list-style-type: none"> • Overview of project milestones • Managing the preparation and approval of progress reports • Compilation and submission of milestone and final reports. • Preparation of materials required for monitoring data provision. • Cooperation with the quality control: management of the identified deficiencies and remarks indicated by the quality assurance, implementing the measures proposed by them <p>On-the-spot checks</p> <ul style="list-style-type: none"> • Communication with inspection bodies, provision of data. • Coordination of preparation for inspections. • Participation in inspections. 	<p>Executive decisions</p> <p>Final approval of the project outputs</p> <p>Approval of project progress reports</p>
<p>Technical leadership</p>	<ul style="list-style-type: none"> • Coordination of the professional content of the project, ensuring its implementation on a high quality, 	<p>Final decision on the professional issues related to</p>

	<ul style="list-style-type: none"> • Defining the professional standards of the implementation of project tasks, • Defining, coordinating and controlling the technical work of the participating project partners • Leadership role in technical project meetings, follow-up of other project discussions • Continuous contact with project team members, close cooperation with the quality control; • Approval of professional project documentation and outputs; • Compiling the professional part of the progress reports; • Informing the members of the project management about the implemented activities; 	project implementation
Financial manager of the lead beneficiary	<ul style="list-style-type: none"> • Monitoring the project budget, managing cost overruns / savings, monitoring the appropriateness of aid schemes. • Contract management • Management of project records: checking the compliance of contracts, certificates of performance, invoices, payments, financial documents. • Preparation of payment requests, remedy deficiencies. • Cooperation with the project auditor. 	Approval of the financial reports to be submitted to the Commission
Project managers of project partners	Same tasks as the lead beneficiary project manager, but on the level of the project partner.	Decisions in the competence of the partner organisation Approval of the project outputs prepared by the partner
Financial managers of project partners	Same tasks as the lead beneficiary financial manager, but on the level of the project partner.	Approval of the financial reports on the level of the project partner
Quality control	<ul style="list-style-type: none"> • Preparation of quality assurance work plan • Development of quality assurance procedures • Preparation of regular quality assurance reports • Cooperation with the lead and the partners' project manager managers • Checking the proper operation of the developed procedures • Discovering risks and potential conflict areas, formulation of corrective measures • Participation in internal professional meetings (as an observer) 	Initiate corrective actions in case of detected discrepancy and inform relevant project team members

	Responsible organisation: HÁRFA	
Project assistants of partners	<ul style="list-style-type: none"> • Editing and assistant tasks of project progress and financial reports • Participation in the organisation of events, meetings (location, equipment, care) • Participation in the organisation of thematic and professional meetings (location, equipment, care) • Editing the project website 	

Project Committee

Meetings

The task of the Project Committee is to make decisions related to the project, and to continuously monitor and follow the project's progress. The Committee is the highest decision-making body of the project.

- Its permanent members are: representatives of the lead beneficiary, representatives of project management.
- Temporary members are experts and subcontractors entrusted with certain activities of the project. The participation of temporarily involved members is only necessary if the Committee does not have sufficient information to make decisions.
- The Committee meets regularly and ad-hoc when needed. The necessity of ad-hoc meetings is decided by the permanent members.
- The Project Committee meeting is prepared and organised by the lead project manager. The agenda items of the Committee meeting and the decision-making materials must be sent in writing to all members.
- In addition to the Project Committee meetings, project participants may hold other meetings.

Monitoring

The three distinct parts of monitoring are:

- follow-up of project progress,
- evaluation of results,
- preparing decisions for future interventions.

Project management is involved in interpreting the results of reporting and follow-up, and is involved in preparing future intervention decisions. In this process, the quality assurance activity of project management is essential.

Contract management

In such a complex consortium with various stakeholders and large project budget, contract management shall be a fundamental responsibility within the Project Committee.

- Responsible member for contract management: financial manager of the lead applicant.
- Types of contracts to be managed:
 - grant agreement and its annexes
 - agreement of the consortium partners
 - contracts with sub-contractors – on the level of the lead- and the partner beneficiaries

The main elements of contract management are:

- Initiate and follow the execution of procurement processes
 - involved partners are: project- and financial managers of the respective partner organisation, procurement experts
- Managing communication between the parties of the contract
- Approval and managing signatures
- Managing contract in project records
- Obligation management requires a great deal of project management to ensure deliverables are being met by the parties and the value of the contract is not deteriorating throughout its early phases of growth
- Managing changes – special attention shall be made to comply with the respective procurement legislations and the provisions of the grant agreement.

6 How do you plan to ensure cost-effectiveness?

The 4IM project is an experimental project in the field of social innovation, and as such, the prediction and planning of certain costs was a challenging task during the preparation phase. Still, our consortium put very strong emphasis on ensuring cost-efficiency, to get the highest possible value for the investment that the EU budget and the consortium members take.

For the sake of cost-effectiveness, we followed the following principles and practices when designing the action and the budget:

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For the sake of cost-effectiveness, we have followed the following principles and practices when designing the action and the budget:

- **additionality:** all consortium members are already active in the field of social innovation, and they are all continuously conducting related services: the City of Miskolc has a wide range of active social policy measures, Abaújrakezdés is providing services for local target group, HÁRFA has active dissemination activities as part of the National Laboratory for Social Innovation, the University is conducting regular research activities in this field etc. Although these activities all contribute to the project, the funding of these baseline activities is not covered

by the EaSI support. The application for EaSI funding only involves the additional tasks, costs and services necessary to implement the pilot action.

- **capitalising on earlier achievements:** it is not our aim to reinvent the wheel. Although the complex service approach offered by 4IM is unique and unprecedented in its totality, it strongly builds on existing parts and methods. In the inception phase of the project, we will carefully analyse the achievements and results of earlier programmes and actions, and capitalise on the knowledge created there. With this approach, we can focus the funding into generating new content, testing new approaches, and disseminating new results.
- **using existing equipment and resources:** no purchase of valuable equipment is foreseen in the project, and not even depreciation is to be covered by the grant. All project partners will use their existing equipment, offices and resources to provide the necessary backstopping for the 4IM action.
- **clearly defined roles – no parallel spending:** the division of tasks between project partners has been designed so as to eliminate any overlaps. Therefore there is no parallel spending.
- **moderate level for staff costs:** most of the partners are located in the Eastern Member States of Hungary and Slovakia. The level of the wages in this area is far below the EU average, which is also reflected in the daily rates applied for staff costs. Therefore, in an EU-level comparison, we can provide much lower staff costs for the same work.
- **best value for price in purchases:** for any purchases of professional services or other external costs, transparent procurement procedures will be carried out by all partners to assure best value for money in the case of all purchases.

7 What is the added value of the proposed action in light of similar previous or existing actions?

The project's added values shall be identified at different levels.

Locally,

In Miskolc the innovation represented by this project is the implemented process itself; the structures and systems created; implementation of the holistic approach in social development work; the partnership-based, integrated decision and service system; the approach changing the charity-like sectoral social services to a development oriented, integrated social service system; the contents of the prepared integrated service model; the participatory method in service planning; the European networking activities with cities in similar situation (traditionally the city is ashamed of high number and concentration of vulnerable inhabitants).

On country level,

Preparing the integrated service package and implementing the participatory approach make this initiative relatively unique in Hungary. Social service cooperation functions in Hungary, but it is limited, reactive co-operation response to crises or other pressure. Between social and employment services the separation and fragmentation of services is almost complete. The EU funded social and employment projects aim to increase the level of integration.

At the SEE region,

Pilot projects generate integrated social services. Examples are e.g. in Albania and in Serbia. In Albania, the project especially targets Roma people. In these projects the structures are built on project level:

multi-service agencies work with single location for assessment and services, the question is, how it is possible to make the project results sustainable. The pilots are not throughout the whole of a country.

In EU countries,

The level of service integration is different from country to country. The added value of the Miskolc model is the territorial aspect, the aim to work with vulnerable communities on district level, the strong community involvement, and the integrated service model that is planned to be implemented at the level of the disadvantaged neighbourhoods and functioning with participation of the inhabitants living in the target neighbourhood. Another potential contribution of our project on EU level is that the implementation of the integrated service model targets highly Roma populated districts.

8 How do you plan to ensure the sustainability of the action?

During its three-year life, the project will have sufficient time to establish durable inter-organisational and interpersonal relationships which will enable the partners to continue to implement the approach which has been established after the project is completed. The structures that have been built up – the Social Innovation Committee, the Social Innovation Resource Centre, the Neighbourhood Access Points and the Community Action Groups – will have sufficient experience to continue on operation. It should however be admitted that the continuation of the Social Innovation Committee is dependent on continued commitment by the City of Miskolc, and might be endangered by a change in its political control.

8.1 Organisational sustainability

The 4IM action involves a strong capacity building component, also setting up new structures on city level, as described in Section 2.2. It is very important to underline that all these new structures are designed to be permanent structures and not temporary project organisations.

This is true both for the city level structures, the Social Innovation Committee and the Social Innovation Resource Centre, and for the neighbourhood structures, including the neighbourhood level access points and the community action groups. The capacity building exercise will support these structures throughout the action to create the capability and willingness for sustainable, permanent existence.

On city level, the work and existence of the Taskforce for Integration (which serves also as a basis for the Social Innovation Committee to be set up) already proves the commitment of the local stakeholders to operate such coordination structures, which gives a good basis for long term sustainability.

Regarding financial sustainability at the level of the organisations, the most important factor is that the operation of new structures typically does not require additional resources (more staff, more equipment, more funding for social services), but the main idea is to integrate the efforts and resources of the existing yet very fragmented services. Therefore we aim to achieve a better performance in social policy services mainly by reorganising and integrating the resources, instead of spending significantly more. As a result, we build on existing resources and funding, assuring long term financial sustainability.

Furthermore, the new organisational configuration is built on solid underlying structures. Even the youngest partners are existing and operating on the relevant field for more than a decade, and this unquestionable viability of the partnership background will be the solid pillar underpinning the new innovative structures.

8.2 Policy level sustainability

Local level in Miskolc

The 4IM project will present its results and recommendation to the City of Miskolc, which will examine the results of the project with a view to making the structures established permanent, and extending them to cover the other disadvantaged areas of the city.

National Mainstreaming via the TINL network

In 2020, the Government of Hungary has made the decision to launch a National Laboratory Programme, the main goal of which is to support Hungarian research and development processes. In the autumn of 2020, a total of 18 national laboratories will start operating in 18 different scientific fields in the country, typically with the participation of universities and research institutes. At first, the laboratories received support for 5 years of operation. One of the 18 national laboratories is the National Laboratory of Social Innovation (TINL), whose members are the University of Veszprém, the Eötvös Loránd University, the University of Miskolc and the HÁRFA Foundation. Of these, the University of Miskolc and the HÁRFA Foundation also participate in the consortium of the present project.

The goal of the National Laboratory of Social Innovation is twofold:

- on the one hand, the development of the conditions and framework for strengthening social innovation processes;
- on the other hand, the identification and implementation of experimental social innovations with a participatory approach that offer novel solutions to specific challenges and problems.

TINL activities:

- a) development and introduction of a unified conceptual framework, and creation of a legal background,
- b) development of social innovation models and guidelines,
- c) identification of areas of social innovation, development of tools for improvement,
- d) establishment of the necessary coherence in the tender schemes and international connections; the development of the concept of a national framework supporting social innovation (law, funding, organisation, training),
- e) identification of means of responding to international and global trends,
- f) research, development, innovation, education (R & D & I + E)
- (g) implementation of pilot programs

The establishment of the proposed national laboratory of social innovation takes place in an extensive cooperation, with the involvement of knowledge institutions and the cooperation between the public sector, civil and economic actors. The cooperating partners have significant and wide-ranging contact capital from both the economic and business as well as the public sector. During the implementation of the project, the utilisation and connection of the already established connection networks is a priority goal.

Given that two members of TINL are also present in this project, this provides an opportunity for joint professional work, cooperation and scientific support, as well as for the validation and dissemination of results, and in particular for the national dissemination of program elements, thus ensuring the sustainability and the continuation of good practices. From the second year of operation, TINL will also use a significant part of its resources to support innovative pilot projects aimed at social innovation, therefore it may be possible to disseminate the results of this project and transfer good practices in other cities.

TINL can support projects and their sustainability in the following specific areas of cooperation:

- participation in each other's working groups, mutual monitoring of results
- monitoring the planned interventions and actions, providing professional assistance
- national mainstreaming and dissemination, further development and testing of good practices and the formulation of recommendations in the White Paper on Social Innovation
- implementation of pilot projects in other cities using the methodology of the present project
- provision of TINL's contact capital

9 What is your Work plan?

The workplan consists of the following six work packages

Further detail will be found in the Gant chart that forms part of this project description.

9.1 Work Package 1 – Setting up the necessary structures and capacity building

No.	Actions	Outcomes	Indicators	Results & impacts
1.1	Map public, private and civic partners at city level (including relevant regional and national bodies)	map of relevant organisations and their responsibilities, capacities and interrelationships	map is complete	rational and comprehensive structure of project
1.2	Build and strengthen public-private-civil partnership for inclusion at city level by establishing and implementing the City's Social Inclusion Committee	all relevant actors from public, private and civic sectors understand the project's goals, agree with its operational methods, and have engaged with its implementation and mainstreaming	committee is established; multi-level multi-stakeholder partnerships are in place; exchange of information and procedural arrangements are developed and mutually agreed	all relevant partners mobilised; effective working relationship between partners
1.3	Set-up and functioning of the organisational structure needed to develop the innovative and integrated service and interventions	Social Integration Committee (SIC) Social Innovation Resource Centre (SIRC) 2 Neighbourhood Access Points (NAPs)	Social Integration Committee involves all relevant local actors, meets regularly, makes inputs and is committed to mainstreaming results; Social Innovation Resource Centre with team of 3 operates successfully, guiding implementation in close dialogue with SIC and NAPs; 2 Neighbourhood Access Points, each with a team of 3, inform and activate residents, lead survey, develop action plan and pilot	the established partnerships facilitate and regularly evaluate the newly tested implementation of services

			integrated service model	
1.4	Capacity development targeting city-level stakeholders	workshops with expert support to align expectations and define complementary skills and capacities; define collaboration methods and tools	all stakeholders have the knowledge, know-how and working interrelationships needed to work together effectively	city authorities and NGOs are confident to collectively address the project goals effectively
1.5	Local policy assessment and changes – what needs to be changed and changes at the local level for the efficient implementation of the project (linked to 3.2)	analyse existing local policy in comparative light, and deduce proposals for change	report on necessary changes in policy is delivered to municipality and discussed by policy-makers	Miskolc city authority is aware of current policy shortcomings and options for improvement
1.6	Prepare detailed plan and implementation tools at city level with participation of representatives of community action groups (how to make all changes efficient in practice (linked to 3.2)	consult with all local stakeholders to define roles, capacities and interrelationships; analyse which actors should take which actions towards integrated model; define intervention model and tools; define policy messages that should be formulated and delivered	detailed plan is delivered; each partner's role and expected results are defined; implementation tools are defined;	all stakeholders understand the issues, the other actors, possible limitations and their own contributions they work together to achieve these

9.2 Work Package 2 – Reaching out to the persons/households in need

No.	Actions	Outcomes	Indicators	Results & impacts
2.1	Set up local mobilisation activities in target disadvantaged neighbourhoods (coach team, local mobilisation campaign, interviews with target group members, etc.)	present vision, generate public discussion; attract residents to contribute opinions and ideas, take part in initiatives, and join Community Action Groups	all residents of pilot neighbourhoods are aware of project, have been interviewed if willing, and have had the opportunity to	energy is generated in each neighbourhood; a nucleus of each Community Action Group is constituted

			contribute opinions and ideas for change	
2.2	Establish and empower community action groups, facilitate the process of preparing their own assessments and action plans, capacity development	project staff work with residents to: - become conscious of their own capacity to change things; - refine the analysis of problems to be addressed and options for improving economic and living standards; - develop priorities for collective action	at least 300 residents take part in capacity building measures; capacity building measures are documented; 2 community action groups are established, each with c. 20 members	Integrated support and services are effectively and successfully delivered to (the most) vulnerable groups. Over 80% of the clients are a) in employment, training or other activation measures if considered to be ready for labour market participation at the beginning of the intervention; or b) socially included though various other activation measures if considered not readily employable at the beginning of the intervention
2.3	Implement household-level survey with contribution of the community action groups	surveys in both pilot neighbourhoods of residents' conditions, needs, capacities and interlinkages	all residents of pilot neighbourhoods have been surveyed; survey results are published	detailed understanding of situation in the pilot neighbourhoods, of residents' wishes, and of likely hurdles; vision of feasibility of different options and likely costs and benefits of different courses of intervention
2.4	Pilot implementation of the integrated approach based services (linked to 3.4)	actors at city and neighbourhood levels come together to put proposals for service integration into effect	the integrated approach effectively links the three strands; it is feasible; it can benefit all residents of the pilot areas; the result is documented taking into account implications for mainstreaming	economic and living conditions in the 2 pilot neighbourhoods improve; residents become conscious that they can act to improve their conditions; the City of Miskolc sees benefits of integrated approach; methodological lessons are learnt
2.5	Vocational and other thematic training, capacity development	residents of the pilot neighbourhoods acquire social and vocational skills which improve their ability to integrate into society and the labour market	at least 300 residents take part in social and vocational training; their achievements are documented	integrated support and services are effectively delivered to the most vulnerable groups. Over 80% of the clients are a) in employment, training or other activation measures if

				considered to be ready for labour market participation at the beginning of the intervention; or b) socially included though various other activation measures if considered not readily employable at the beginning of the intervention
2.6	Implement community actions as capacity building tools at settlement level	residents of the pilot neighbourhoods engage in activities to improve living conditions, economic and social welfare and collective enterprise	an estimated 10 locally-defined initiatives are carried out to improve the integrated delivery of minimum income, active labour market and supporting social services to the most vulnerable; their results are documented taking into account implications for mainstreaming	neighbourhood initiatives are launched, bringing in income and improving living standards; associative capacity (social capital) is built, to enable the scale and impact of initiatives to rise
2.7	Realise small-scale pilot implementation of the integrated service model in Košice	the project's approach is tested in Košice	a pilot is carried out in Košice and documented	replication in Slovakia mutual learning on cross-border transferability issues

9.3 Work Package 3 – Methodological coordination and guidance

No.	Actions	Outcomes	Indicators	Results & impacts
3.1	Develop communication strategy	define which audiences will benefit from which information through which channels at what times; define subjects of various communications products: on policy, practice, events etc.; define formats of communications products in different media: print, video, web, social media, event presentation etc.; draw up communications schedule with allocated responsibilities	communication strategy defines audiences, content, channels, formats and timetable	effective communication so as to maximise participation of relevant actors, contact by potential partners, and take-up of project results among policy-makers and practitioners, both locally and across Europe

3.2	Prepare methodology and guidelines for the city-level assessment, policy changes and planning process (at 1.5 and 1.6)	a social innovation model on the delivery of Pillar Principle 14 which interlinks the provision of a basic income with enabling services, in particular social services and those supporting access to employment	model: - integrates the 3 strands; - defines methodology to be adopted; - is suitable for mainstreaming throughout Miskolc; - is accepted as feasible by all partners	the successful piloting of the innovative integrated model, from which conclusions for policy and practice can be drawn
3.3	Develop participatory household survey methodology	methodology to assess the activation of the vulnerable population into society and into labour market	survey design addresses all relevant issues, including economy, employment, enterprise, health, housing, infrastructure, transport, gender, violence etc.; survey is suitable for target population	survey yields results which are used to design effective intervention
3.4	Develop a methodology for target group services (linked to 2.4) and capacity development tools (2.5)	methodology to design service delivery; methodology to design capacity building of city policy-makers and officials, NGOs and neighbourhood residents	methodologies are relevant, well-targeted, feasible and cost-effective; design allows lessons for mainstreaming to be deduced	appropriate services are delivered to the right people; city policy-makers take better-informed decisions; neighbourhood residents are better able to act to address their problems
3.5	Professional-methodological management	interviews, group discussions and brainstorms on the best ways to collectively address the project's issues, with expert input on European best practice	partners and staff have the knowledge, know-how and interrelationships they need to address the issues; they are aware of European best practice; they are able to work well together	a higher level of approach among better-informed project staff and partners, who work together more effectively
3.6	Policy governance	external policy changes are taken on board and discussed; all stakeholders are consulted on relevant aspects and their views taken into account; disputes resolution mechanism agreed	partners and staff are aware of policy and its evolution; all stakeholder are consulted; disputes resolution mechanism agreed	project adapts to external policy evolution; any disputes are resolved; all stakeholders are satisfied with project implementation

9.4 Work Package 4 – Evaluation of the impact of the project activities

No.	Actions	Outcomes	Indicators	Results & impacts
4.1	Evaluation of the impact of the project activities - process evaluation	expert assessment of what worked and what did not work, taking all stakeholder's views into account	process evaluation report is complete	learning among stakeholders, funders and policy community; successful conclusion of project
4.2	Evaluation of the impact of the project activities - outcome evaluation	expert assessment of overall effectiveness of project	outcomes evaluation report is complete	learning among stakeholders, funders and policy community; successful conclusion of project

9.5 Work Package 5 – Transnational cooperation, mainstreaming and dissemination

No.	Actions	Outcomes	Indicators	Results & impacts
5.1	Organise project launch conference	conference is widely publicised and held in Miskolc for c. 100 people	wide range of local stakeholders attend; political decision-makers attend; staff, partners and external stakeholders are aware of project goals, planned activities, and enabled to contribute; results are widely publicised	contributions to project are maximised new contributors come on board
5.2	Implement staff training	staff and partners are better able to achieve project goals	all nine staff take part in training; staff have full range of skills they need to work effectively	more focused and effective work of staff and partners
5.3	International cooperation meetings, exchange of experience, networking	mutual learning with parallel projects new contributors are discovered external awareness is raised	participants acquire new knowledge of what works elsewhere; participants are better able to achieve results; new contacts are documented; parallel projects learn from this project	greater intelligence of likely success factors and possible barriers; identification of replication and mainstreaming possibilities
5.4	Organise 2 international study trips	mutual learning with parallel projects; personal capacities are raised;	participants are better able to achieve results;	greater intelligence of likely success factors and possible barriers; identification of

		transnational partnerships are built	new partnerships are documented	replication and mainstreaming possibilities
5.5	Elaborate dissemination contents, result products, publications, knowledge transfer documents	document all learning of the project in appropriate ways, using the best-suited channels; enable Miskolc to mainstream results; enable others to address the issue more effectively; improve policy formation at city, national and European levels	all useful results are documented and disseminated to potential users in the most appropriate formats	broad awareness of methods of addressing Roma exclusion; learning among policy-makers and practitioners of success factors and barriers; new partners make themselves known results are more likely to be replicated and mainstreamed
5.6	Knowledge transfer within the country through the National Laboratory for Social Innovation	Hungarian actors involved in Roma integration become aware of the project's goals, methods and results; they contribute knowledge and know-how to the project	NLSI members are aware of and able to apply project's results; feedback from NLSI members is documented and where relevant applied	Hungarian policy-makers and practitioners understand lessons; Hungarian cities are more likely to replicate and mainstream results; project has better knowledge base
5.7	Organise an international conference for experience sharing	share project's experiences and results among European policy-makers and practitioners in Roma integration	project's experience and lessons are documented in transnationally applicable form; they are shared with potential users across Europe	mutual learning among European practitioners; project gains knowledge, know-how and potential transnational partners
5.8	Lessons learned, ensure sustainability	analysis of success factors, barriers and adaptation mechanisms	project's experience and lessons are documented; how to sustain the impacts is analysed	European policy-makers and practitioners are better able to address the issues

9.6 Work Package 6 – Project management

No.	Actions	Outcomes	Indicators	Results & impacts
6.1	Create the technical conditions for project implementation (contracts, staff, office, equipment, etc.)	necessary human and material resources in place	the necessary employment contracts, leases etc. are signed; the necessary premises and equipment are present; the necessary	project is enabled to proceed

			management systems are in place	
6.2	Participate in a kick-off meeting in Brussels	better understanding of European policy drivers; learning from parallel projects; development of synergies with them	participants understand European policy environment, goals and activities of parallel projects, and possible synergies	focused implementation of project; mutual learning with parallel projects
6.3	Organise coordination meetings of consortium	clarity over each partner's role, responsibilities and deliverables	all partners understand their roles, responsibilities and deliverables	ownership of project results by all partners; resolution of difficulties and adjustment of work plans; effective delivery of project goals
6.4	Contract and financial management, procurement, accounting	efficient management of project maximisation of cost-effectiveness maximisation of impact	legal and financial systems and procedures are effective	effective delivery of project goals
6.5	Professional progress and follow-up	better intelligence of relevant developments worldwide; improved performance of project staff; improved formulation of dissemination messages	partners and staff are up-to-date with developments in Roma integration policy and practice worldwide	greater commitment and contribution of project staff and partners; greater impact
6.6	Participate in final networking and experience sharing meeting in Brussels	sharing of learning with policy-makers and practitioners in Europe	effective dissemination methods and materials are prepared; potential users across Europe of the project results are aware of them; participants learn about experiences of other projects and are ready to apply their lessons	raised and broader awareness of issues of Roma integration among those who can act; replication and adaptation in other disadvantaged communities; Miskolc more committed to mainstream



10 Subcontracting

In case of subcontracting please provide detailed information on the tasks to be subcontracted and the reasons for doing so. Please note that core tasks as defined in section 6.2 (c) of the call cannot be subcontracted.

Information dissemination							45 500,00	
	Incurred by	Nature of costs			Quantity	Unit cost	Total	Explanation
	Municipality of Kosice	Publication			380,00	10,00	3 800,00	Elaborate dissemination contents, publications 5.5
	HARFA Foundation	Testimonial videos			6,00	1 150,00	6 900,00	Production costs of the 6 testimonial videos, based on indicative price quotations.
Translations - <i>Total number of languages (the document is translated to), cost per page (1 page=1500 characters without blanks)</i>							23 800,00	
	Incurred by	Description of documents to be translated	Languages from ... to ...	Total number of languages	Cost per pagey	Number of pages	Total	Explanation

	Municipality of Miskolc	Reports, documents, communication materials, etc.	Hungarian to English	1	10	800	8 000,00	
	Abaujrakezdes Public Benefit Association	Reports, summaries, descriptions of good practices, etc.	HU-EN, EN-HU	2,00	10,00	150,00	3 000,00	
	HARFA Foundation	Dissemination products (leaflet, brochures, blog articles, methodology descriptions, case studies, webpage content)	HU-EN	1,00	32,00	400,00	12 800,00	
Reproductions and publications							31 000,00	
	Incurred by	Document			Number of pages	Unit cost	Total	Explanation

	Municipality of Miskolc	Dissemination materials from project (articles, press releases, pilot reports, project-website, local TV and radio presence, etc.)			150	80	12 000,00	
	HARFA Foundation	Graphic design and printing of dissemination products - leaflets and brochures			4 000,00	2,50	10 000,00	Leaflets and brochures in 2 languages (English and Hungarian). The cost covers graphic design, editing and colour printing.
	HARFA Foundation	Dissemination products - methodology and case study e-books			300,00	30,00	9 000,00	Graphic design and editorial work of dissemination products - methodology and case study e-books. Only electronic versions (smart PDF) will be produced for electronic dissemination, in

								two languages (HU,EN).
Specific evaluation							35 600,00	
	Incurred by	Evaluator				Cost	Total	Explanation
	HARFA Foundation	External evaluation of the pilot action				42 500,00	35 600,00	Costs of the independent external evaluation services to assess and validate the results of the pilot action. The evaluator will be selected through an open tendering procedure. The costs are estimated based on indicative price quotations.
Interpretations							15 200,00	
	Incurred by	Meeting	Languages	Number of	Number	Daily cost	Total	Explanation

				interpreters	number of days	per interpreter		
	Municipality of Miskolc	international conference for experience sharing	2	2	2	400	3 200,00	
	Municipality of Miskolc	Interpreters for study visit and trips	2	3,00	4,00	500,00	12 000,00	
External expertise							65 300,00	
	Incurred by	Task			Number of days	Daily cost	Total	Explanation
	Municipality of Miskolc	communication expert			270	120	32 400,00	developing communications strategy and schedule; audience segmentation; continuous marketing and dissemination analysing and collect of all dissemination material of project

	Municipality of Miskolc	organizing of local workshops			50,00	100,00	5 000,00	organizing 5 pieces of local workshops for stakeholders
	Municipality of Miskolc	assessment of the situation			50,00	150,00	7 500,00	creating baseline for situation
	Abaujrakezdes Public Benefit Association	Introduction of Principal 14 in social urban policy			68,00	300,00	20 400,00	
Other services							116 848,97	
	Incurred by	Service				Amount	Total	Explanation
	Municipality of Kosice	Organisation of Launch conference in Košice				3 000,00	3 000,00	Organisation of conference in Košice 5.1
	Municipality of Kosice	Pilot implementation				15 500,00	15 500,00	Realise small-scale pilot in Košice 2.7
	Municipality of Kosice	Propagation materials				348,97	348,97	Propagation materials related to promo of project; including in WP1,2,5,6

	Abaujrakezdes Public Benefit Association	Working in multi-level partnership - networking				24 000,00	24 000,00	A meeting of social professionals in the city, which is held on a monthly basis. The fee includes catering service, room rental and moderator fee.
	Abaujrakezdes Public Benefit Association	Conflict management, mediation				12 000,00	12 000,00	In both segregated areas, for the community local action group members and also for youthhod educational institutions, depending on the season, 4 expert hours at a time in small groups of up to 12 people.
	Abaujrakezdes Public Benefit Association	Public knowledge and communication workshop for the local work group.				12 000,00	12 000,00	For both segregated areas, 4 expert hours at a time in small groups of 6-12 people.

	Abaujrakezdes Public Benefit Association	Prevention program				18 000,00	18 000,00	Primarily in educational institutions or for young people, occasionally for 4 hours, 4 times a month.
	Abaujrakezdes Public Benefit Association	Labor market counseling				12 000,00	12 000,00	In individual or small group form, occasionally for 4 hours.
	Abaujrakezdes Public Benefit Association	Cultural excursions				20 000,00	20 000,00	8-8 excursions for children in small groups (maximum 12 people) in both segregated area. Destinations both inside and outside the city, in order to spending spare time useful.
Hire of rooms							12 000,00	
	Incurred by	Meeting		Number of days	Unit cost per day	Number of rooms	Total	Explanation

	Municipality of Miskolc	international conference for experience sharing		2	500	2	2 000,00	
	Municipality of Miskolc	renting rooms for local workshops		5,00	400,00	5,00	10 000,00	
Hire of interpreting booths							8 000,00	
	Incurred by	Meeting	Languages	Number of booths	Number of days	Unit cost per day	Total	Explanation
	Municipality of Miskolc	international conference for experience sharing	Hungarian to English	100	2	40	8 000,00	
Other administrative costs							12 000,00	
	Incurred by	Description				Cost	Total	Explanation
	Municipality of Miskolc	Catering for coordination meetings for consortium				5 000,00	5 000,00	Supply for coord. Meetings under project lifetime, quarterly, or needed.

	Municipality of Miskolc	Catering for international conference for experience sharing				4 000,00	4 000,00	Provide catering for international event.
	Abaujrakezdes Public Benefit Association	Accounting fee of the project				3 000,00	3 000,00	Accounting fee of the project

References

OSCE/ODIHR Contact Point for Roma and Sinti Issues (2016) *The Housing Rights of Roma in Miskolc, Hungary Report on the ODIHR Field Assessment Visit to Hungary, 29 June – 1 July 2015*, Warsaw: <https://www.osce.org/files/f/documents/5/4/262026.pdf>

Immigration and Refugee Board of Canada (2018) *Hungary: Community support organisations that assist Roma in Miskolc in accessing social services, including healthcare, education, housing, employment assistance and social protection programs (2016-December 2017)*, HUN106041.E: <https://www.refworld.org/docid/5b9bcd054.html>

ANNEX to the COMMUNICATION FROM THE COMMISSION TO THE EUROPEAN PARLIAMENT AND THE COUNCIL - A Union of Equality: EU Roma strategic framework for equality, inclusion and participation {SWD(2020) 530 final} https://ec.europa.eu/info/sites/info/files/portfolio_of_indicators_en.pdf