

OUTPUT FACT SHEET

Strategies and action plans

Version 2

Project index number and acronym	CE 1345 SIV
Output number and title	O.T4.1 Strategy for Capacities in Scale and Scope
Responsible partner (PP name and number)	PP4 IFKA Public Benefit non-profit Ltd. (IFKA)
Project website	https://www.interreg-central.eu/Content.Node/SIV-.html
Delivery date	31.5.2022

Summary description of the strategy/action plan (developed and/or implemented), explaining its main objectives and transnational added value

The output O.T4.1 Strategy for Capacities in Scale and Scope is a strategy document, which analyses the economic, labour market and investment environment of the social impact vouchers programme in Hungary. Based on the analysis the document identifies the main challenges for scaling the funds for the social impact vouchers programme and defines objectives and actions for further development of its financial background.

The strategy addresses the following main challenges of scaling the voucher programme:

- Crisis mitigation difficulties regarding the consequences of the COVID-19 pandemic, the Russo-Ukrainian war, the record inflation etc.
- Increasing unemployment
- Appearance of Ukrainian refugees on the Hungarian labour market
- Less developed social impact investment sector
- Less attractive legal incentives for private donation
- State aid regulations discouraging companies from joining the programme

To tackle the above challenges the Hungarian Strategy for Capacities in Scale and Scope defines two major objectives to be achieved:

1. Objective 1: Involvement of EUR 139,000 (HUF 54,210,000) private donation in the financing of the employment voucher programme in the target area of the Emerging Settlements Programme by the end of 2025
2. Objective 2: Involvement of 10 corporate donors in the financing of the employment voucher programme in the target area of the Emerging Settlements Programme by the end of 2025

In order to achieve the objectives of the strategy the following actions are planned to be implemented by the end of 2026:

1. Fundraising campaign to raise the planned amount of 139,000 EUR by the end of 2025
 - a. 5 information events
 - b. 5 fundraising campaigns
 - c. Closing event and press conference
2. Corporate engagement to involve 10 corporate donors in the programme
 - a. 8 information events
 - b. 10 donor agreements
 - c. Closing event and press conference

According to its development process, the Hungarian Strategy for Capacities in Scale and Scope represents transnational added value as follows:

- The Strategy for Capacities in Scale and Scope had been elaborated on the basis of a joint concept which had been developed by the partnership under the control of the leader of WP T4 Evaluation and Scaling (PP4 - IFKA). The joint concept assured that comparable and feasible action strategies had been developed throughout the partnership.
- The Strategy for Capacities in Scale and Scope integrates several deliverables of different work packages of the project also developed and elaborated jointly by the partnership.

The Strategy for Capacities in Scale and Scope has not been adopted and implemented yet. It is planned to be integrated into the voucher-based employment programme element of the “Emerging Settlements Programme” elaborated by IFKA for the request of the Hungarian Charity Service of the Order of Malta.

NUTS region(s) concerned by the strategy/action plan (relevant NUTS level)

HU - Magyarország (Hungary)

Expected impact and benefits of the strategy/action plan for the concerned territories and target groups

By achieving the goals of the Hungarian Strategy for Capacities in Scale and Scope, 139,000 EUR is planned to be raised through private donors and invested in the financing of the voucher programme in Hungary.

According to the calculations applied in the Employment Voucher Programme Proposal prepared by IFKA for the request of the Hungarian Charity Service of the Order of Malta, this amount may be enough to issue 4-5 vouchers (calculated median voucher value will be EUR 28,000) and involve 4-5 additional employers in the programme.

The vouchers issued may cover the costs of recruitment and/or introductory part-time employment and in-house mentoring and/or job retention services (medical consultation, transportation, accommodation etc.) in the case of approximately 100 disadvantaged job seekers who will be the final beneficiaries of the implementation of the strategy.

In addition, the successful implementation of the Strategy, the achievement of its objectives and the success stories based on that may help to find and involve new individual and corporate donors and other supporters in the programme.

This also may help to convince policy makers to scale the programme based on national or European funds.

Based on the above logic the implementation of the strategy will have an impact on the following groups:

- Final beneficiaries (disadvantaged job seekers from the target area of the “Emerging Settlements Programme”) of the programme
- The direct target group of the vouchers financed from the funds leveraged (employers having their headquarters or branches in or recruiting their employees from the target area of the “Emerging Settlements Programme”)
- Policy makers to be addressed regarding the scaling of the programme
- Individual and corporate donors who will be aware of the issues targeted by the voucher programme
- Organisations involved in the implementation of the Strategy which will be able to increase their embeddedness in the local communities by providing additional funding for them regarding employment and to strengthen their relationships with potential donor companies and employers. These organisations will be:
 - Professional organisations from the fields of employment, recruitment, CSR and labour market policy:
 - Trenkwalder HR Solutions
 - HR Fest
 - Association of Hungarian Impact Investors (THBE)
 - OFA National Public Benefit Non-profit Ltd.
 - Charity organisations involved in the implementation of the “Emerging Settlements Programme”
 - Don Bosco Salesian Society
 - Greek Catholic Church - Archdiocese of Hajdúdorog
 - Faith Church Roma Missionary Network
 - Society of Jesus (Jesuit Order)
 - Saint Elisabeth Foundation of Kaposfő
 - Caritas Hungary
 - Hungarian Pentecostal Church National Roma Mission
 - Hungarian Reformed Church Aid
 - Diocese of Miskolc
 - Oltalom (Shelter) Charity Association
 - Hungarian Interchurch Aid
 - St. Francis Foundation for the Poor
 - St. Martin's Caritas Foundation
 - I Will Shine! Association

Sustainability of the developed and/or implemented strategy/action plan and its transferability to other territories and stakeholders

The Hungarian Strategy for Capacities in Scale and Scope is a strategic plan for leveraging additional funding for and involving new donors in the employment voucher programme developed by IFKA for the “Emerging Settlements Programme” according to the request of the Charity Service of the Order of Malta.

The strategy is a mid-term action plan which defines in a 5 years distance the objectives and activities considered as crucial in order to the involve private funding in and increase available financial resources for the implementation of the social impact vouchers programme in Hungary. The time plan of the strategy is scheduled as follows:

- 2022 - Preparation (presentation of the programme on HR and social impact investment events)
- 2023-2025 - Fundraising and donor engagement
 - Information events
 - Fundraising
 - Donor agreements
- 2026 - Closing
 - Final information event and press conference

In the Strategy for Capacities in Scale and Scope document IFKA defines the estimated costs (approximately EUR 5,780) which are planned to be covered from the budget of the Emerging Settlements Programme and the funds raised as well.

Although the Strategy for Capacities in Scale and Scope addresses challenges of leveraging private funding for the scaling of the voucher programme which are relevant in Hungary, the standardized and well documented development process based on the joint concept elaborated by the partnership ensures the adaptability and transferability of the output to other territories. Accordingly, further institutions committed to labour market innovations and the development of employment opportunities for disadvantaged and vulnerable groups in their respective territories may develop similar programmes from which the national or regional labour markets can benefit.

The most important lesson learnt from the development process of the Strategy for Capacities in Scale and Scope is that the strategy development process must be very well prepared. It cannot be treated as an isolated project output, but must fit organically into the matrix of the project activities. Accordingly, the project activities, deliverables and outputs must be planned and rationalized in such a way that each of them effectively supports and lays the foundation for the development of the strategy. The fact that the strategy is one of the final goals of the project must be constantly kept in mind during the implementation of the project.

References to relevant deliverables and web-links
If applicable, pictures or images to be provided as annex

Relevant deliverables

- D.T1.1.2 Country Report on Social Impact Investment with Status Quo Diagram
- D.T1.2.2 Voucher Report
- D.T1.2.5 Report and Infographics for Target Group Segmentation
- D.T4.3.1 Growth forecast calculation

Attachments:

- O.T4.1 Strategy for Capacities in Scale and Scope