



FINAL IMPLEMENTATION REPORT HUNGARY

Deliverable D.T2.4.7

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1. Introduction

The Hungarian tandem (IFKA Public Benefit Non-profit Ltd. - Hajdú-Bihar County Government) elaborated the regional adaptation (D.T2.4.1) of the 'Joint concept for Implementation of Pilots' (D.T2.1.2). The Hungarian version of the concept described the territorial focus of the program and according to the value chain approach followed by the joint concept it also defined the needs and problems to be tackled by the pilot project as well as the regional, organizational and pilot level goals of the pilot to be achieved in order to solve the addressed problems. The Hungarian pilot project plan also included the definition of the target groups to be involved in the pilot and the funnel approach and methodology how the shrinking circle of participants have been planned to be selected in the different phases of the pilot.

The Hungarian adaptation of the joint Concept also defined the stakeholders to be involved in the pilot implementation as service providers and regular or occasional partners as well as the interventions to be implemented during the pilot period and the toolbox elements to be tested during the pilot which was the main and general goal of the experimental program.

Based on the adaptation of the joint concept the Hungarian tandem implemented the regional pilot project between September 2020 and April 2021. Within the frameworks of the pilot the Hungarian partners implemented 3 pilot workshops (kick-off, midterm and project closing) and 1 pilot visit. Two tools have been tested during the pilot which supported social enterprises in Hajdú-Bihar County through 6 entrepreneurial skills development workshops, 3 financial skills development workshops, 2 sales and sales support development workshops, 2 marketing/online marketing development workshops and 468 hours of mentoring meetings for the above mentioned fields and 230 hours pitch preparation mentoring meetings.

The Hungarian tandem reported on the progress of the pilot project on the 31.01.2021 (D.T2.2.2/1 - Pilot Midterm Workshop) and the 24th of November 2020 (D.T2.2.2/2 - Transnational Working Group Meeting in Hungary)

In the followings we are providing a detailed description about the results of the Hungarian pilot, we also evaluate the achievement of the experimental program, highlight the challenges which the Hungarian tandem had been facing with, present the solutions elaborated for these challenges and the lessons learnt during the pilot, which may be applied and utilized for building the capacities of regional public authorities and financial institutions for developing a supportive social enterprise ecosystem in Hajdú-Bihar County within the frameworks of the next phase of the DelFin project and beyond.

2. Implementation

2.1. Target groups involved

The Hungarian tandem involved the following target groups in the pilot project:

- Individuals with an idea for founding an SE e.g. product or service
- already existing social enterprises who are in the phase of growth, expansion in the region

2.2. Stakeholders involved

Hungarian partners involved the following stakeholder groups in the pilot process:

- Service Providers (Regular participants in the pilot)
Foundation for sustainable enterprises/Impact Hub Budapest
University of Debrecen
- Ecosystem members (occasional participants in the pilot)
Hungarian Employment Public Benefit Non-profit Ltd. (OFA)
Ertse bank
Unicredit bank
Municipality of Hajdúböszörmény

2.3. Toolbox elements tested

The Hungarian tandem targeted the following tools from the Toolbox for Promotion of Social Entrepreneurship in Rural Regions (Toolbox in the followings) for testing:

Category	Tool	Explanation
Business support structures	EDIOP-5.1.2-15-2016-00001 “MarketMate” priority project	During the pilot the participating SEs got 12 workshops (average 3-3,5 hours) in the field of management, finance, marketing and sales. When this part of the pilot was over it was followed individual mentoring in 468 hours in total and pitch preparation mentoring in 230 hours.
	CSIO training	The participants with only a business idea participated on free workshops and mentoring mentioned above and the final event of the pilot was a pitch event.
Financing Schemes:	None	

2.4. Implementation timeline

The Hungarian pilot project had been implemented according to the following timeline:

Steps	Description	Start	End
1.	Kick-off pilot workshop, Debrecen	29.09.2020	
2.	12 workshops on management, marketing/online marketing, finance and sales support	15.10.2020	22.01.2021
4.	Midterm workshop	21.01.2021	
5.	Individual mentoring and preparation for pitch event	January 2021	March 2021

6.	Pilot visit	16.02.2021	na
7.	Final pilot workshop, Debrecen	14.04.2021	na

2.5. Activities and interventions implemented

The Hungarian partners implemented the following activities and interventions for testing tools from the Toolbox within the frameworks of the regional pilot project:

Category	Activity/intervention	Content (topics)
Pilot workshops	Kickoff pilot workshop	Presentation of: - DelFin project - the pilot project and the topics - each participants had the change to present themselves
	Midterm pilot workshop	A short summary of each workshop topics was presented. Participants could ask questions if something was still unclear. Short presentation of the upcoming activities. Introduction of the mentors.
	Final pilot workshop	The final workshop was a pitch event followed by a networking event. During the pitch participants had the opportunity to present in front of a jury, the first 3 received prizes. This was followed by a networking event where a fruitful discussion happened among the experts, SEs and interested parties.
Pilot visit	The Hungarian pilot visit was on 16.02.2021 with 15 participants. Title of the event : Challenges and lessons learned on how to develop and implement a need-orientated training program for SEs in rural area. Topics tackled: - Challenges of setting up and lessons learnt from the pilot in Hajdú-Bihar County - Introduction of the Hungarian pilot, lessons learned from the workshops - Introduction of an SE taking part in the pilot program. Experiences, lessons learned, expectations for the 2nd part of the pilot - Presentation of the next steps in the pilot - Q&A session	
Entrepreneurial skills development training	N/A	
Entrepreneurial skills development workshops/meet-ups	During the pilot 12 workshops was implemented. The thematic was the following: I. Introduction to the world of social enterprises, The business idea II. The business model (Social Business Canvas) III. Market research: market size, target group and competitors IV. Operation and management V. Project management VI. Pricing, pricing strategy, basic financials VII. Cash-flow management VII. Sales IX. Financial assets, liabilities, bank loans	



	<p>X. Marketing, online marketing</p> <p>XI. Social impact and its measurement</p> <p>XII. Summary and compilation of individual development plans</p> <p>An important element of the development of the topic was the use of the experiences of the trainers and experts during the training of previous social enterprises. In case of financial skills workshops UNICREDIT Bank was involved as speaker.</p>
Entrepreneurial skills development related mentoring meetings	After the 12 workshops individual mentoring was implemented based on the need and individual characteristics of each SE. The mentoring was tailored made so each SE got different hours and different topics. The total hours on the mentoring was 468 hours and the mentoring for preparation for the pitch was 230 hours.
Financial skills development trainings classes	N/A
Financial skills development workshops/meet-ups	See above
Financial development related mentoring meetings	See above

2.6. Outputs

As a result of the pilot project implementation Hungarian partners achieved the following pre-defined and self-defined outputs.

2.6.1. Pre defined outputs

No.	Output indicator	Planned value	Achieved value	Means of verification
1.	Number of target group members addressed	25	60	Phone calls were made to all SEs in Hajdú-Bihar County.
2.	Number of target group members involved in the project	10	13	The call for applicants was published on the HBCG website and stakeholders were involved also in the process to promote the call. 13 applications were received.
3.	Number of target group members starting new business (model)	4	1	Fecskefészek Egyesület will open in any days a new place for families, summer camp thanks to the knowledge and support they received during the pilot they had the courage to start it.
4.	Number of pilot visits implemented by your organization	1	1	The Hungarian pilot visit was on 16.02.2021 with 15 participants. Title of the event : Challenges and lessons



				<p>learned on how to develop and implement a need-orientated training program for SEs in rural area. Topics tackled:</p> <ul style="list-style-type: none"> - Challenges of setting up and lessons learnt from the pilot in Hajdú-Bihar County - Introduction of the Hungarian pilot, lessons learned from the workshops - Introduction of an SE taking part in the pilot program. Experiences, lessons learned, expectations for the 2nd part of the pilot - Presentation of the next steps in the pilot - Q&A session
5.	Number of pilot visits your organization participated on	1	2	Hajdú-Bihar County Government participated on the German (07.10.20220) and Croat (03.11.20220)pilot visits.
6.	Number of pilot workshops (kick off, midterm, final)	3	3	Kick-off workshop was on 28.09.2020, the mid-term was on 21.01.2021 and the final pitch event was on 14.04.2021

2.6.2. Self defined outputs

No.	Output indicator	Planned value	Achieved value	Means of verification
1.	Number of partners (stakeholders/service providers) regularly involved/participating in the pilot project design, development and implementation	3	2	OFA and University of Debrecen was involved in the pilot project design. Bilateral consultation with the University and contract was signed with the head of the Debrecen office of OFA.
2.	Number of partners (stakeholders/service providers) occasionally involved/participating in the pilot project design, development and implementation	1	2	Unicredit Bank was one of the speakers at the financial skills workshop - ZOOM recording available ERSTE bank was a member of the jury at the final pitch event - ZOOM recording available
3.	Number of tools adapted in the pilot project	2	2	See point 2.3
4.	Number of entrepreneurial skills development training classes	?	?	N/A



5.	Number of entrepreneurial skills development workshops/meet-ups	6	6	The participant were able to take part in 6 entrepreneurial skills development workshops, 3 financial skills development workshops, 2 sales and sales support development workshops, 2 marketing/online marketing development workshops and 468 hours of mentoring meetings for the above mentioned fields and 230 hours pitch preparation mentoring meetings.
6.	Number of entrepreneurial skills development related mentoring meetings	?	?	N/A
7.	Number of target group members (organizations+teams+natural persons if private entrepreneurs) regularly participating in the above entrepreneurial development activities (50% or higher participation ratio)	10	5	ZOOM recording is available
8.	Number of financial skills development trainings classes	?	?	N/A
9.	Number of financial development related mentoring meetings	?	?	See line no.5
10.	Networking activities with stakeholders/partners	1	1	During the final event on 14.04.2021 after the pitches a networking event was organized . ZOOM recording available
11.	Number of target group members (organizations+teams+natural persons if private entrepreneurs) regularly participating in the above financial skills development activities (50% or higher participation ratio)	10	5	ZOOM recording is available

2.7. Compliance with comparability criteria

In order to ensure the compliance of the different regional pilot projects with the objectives of the project as described in the Application form as well as their comparability and measurability, the joint concept defined output and quality level comparability criteria.



Output level comparability criteria had been met by the Hungarian tandem during the pilot implementation as follows.

Output level comparability criteria	Target	Achieved	Means of verification
Number of pilot projects	1/country	1	Final Implementation Report
Adaptation of tools from the toolbox	1/country	2	Final Implementation Report
Involvement of local business support organizations into pilot development and implementation	YES	YES	Contact with OFA, phone calls with the University of Debrecen
Involvement of local public authorities into pilot development and implementation	YES	YES	Mayor of Hajdúböszörmény participated on the final event
Involvement of local financial institutions into pilot development and implementation	YES	YES	UNICREDIT Bank was a speaker during one workshop ERSTE Bank was a member of the jury on the final pitch event
Development of business skills	YES	YES	Participants starting new business
Development of financial capacities	YES	YES	Participants starting new business
Number of participants addressed	25/country	60	See 2.6.1. Pre defined outputs!
Number of participants participating in development activities	10/country	13	See 2.6.1. Pre defined outputs!
Number of participants successfully completing pilot goals (starting new business)	4/country	1	See 2.6.1. Pre defined outputs!

As for the quality level comparability criteria, they will be discussed in the general Evaluation Report (D.T2.7.3) as the pilot project plans had been evaluated by PP4 (IFKA) as well as the level of satisfaction of stakeholders and participants that had been analyzed based on the results of the evaluation surveys also compiled by IFKA.



2.8. Self-defined success criteria (planned/achieved)

During the planning process of the Hungarian pilot project the tandem partners defined criteria of successful pilot implementation as part of the adaptation of the joint concept for Hungarian circumstances. Accordingly, all main project activities have been associated with objectives which described what the partners expected from pilot activities. Each objective had been associated with success criteria describing when the partners would consider the objectives met and the pilot activities successful. Partners also defined the measurable indicators of fulfilling the success criteria and the values of indicators they planned to achieve in order to fulfil success criteria. Finally, the tandem members defined measurement tools and methods for measuring the value of the indicators and feedback plans for actions in case of not achieving the planned indicators. In the followings the Hungarian tandem describes how the success criteria have been applied during the pilot implementation.

2.8.1. Applicability of self-defined success criteria

Pilot activities	Objectives	Success criteria	Indicator	Expected value	Measurement tools/methods	Applicability of the criteria during the pilot implementation (YES/NO)
Integration of toolbox elements	Use and integrate tools	1. Use by SE	Satisfactory %	80	Satisfactory survey/questionnaire	YES
Selection of target group members according to the selection criteria (min. 25, min. 10, min. 4)	Min 25 applicants, min 10 participants, min 4 starting in new business area	2. Min. 25 applicants	Number of applications =25	25	Number of applications	NO. only 13 applications
Development of entrepreneurial skills of the target group	increase	3. Get in to new business area	Completion of business plan	30%	Confirmation by expert	No. Only one will start new business



Involvement of local business support structures, financial institutions and local authorities into the implementation	Awareness raising, knowledge improvement	4. Capacity improvements	Capacity improvement % increase	Higher %	2 questionnaires: st the start and one at the finish of the pilot	1 questionnaire was done after the pilot
Exchange of experiences (pilot visit)	Transfer of knowledge	5. Capacity improvement of visiting staff	Capacity improvement % increase	Higher %	2 questionnaires: 1st the start and one at the finish of the pilot	

2.8.2. Results and conclusions regarding the application of self-defined success criteria

Pilot activities	Success criteria	If the criteria had been applied what was the value achieved,	If the criteria could not have been applied, what was the reason of non-applicability?
Integration of toolbox elements	1. Use by SE		Toolbox is in English and only 1 participating SE speak English
Selection of target group members according to the selection criteria (min. 25, min. 10, min. 4)	2. Min. 25 applicants		Only 13 applications were received. SEs were skeptical about the usefulness of the program. Online version was not very appealing. Due to COVID entrepreneurs tried to survive and do not plan new business-
Development of entrepreneurial skills of the target group	3. Get in to new business area		As far as today only 1 participant will start new business. Due to COVID entrepreneurs tried to survive and do not plan new business.



<p>Involvement of local business support structures, financial institutions and local authorities into the implementation</p>	<p>4. Capacity improvements</p>		
<p>Exchange of experiences (pilot visit)</p>	<p>5. Capacity improvement of visiting staff</p>		



3. Lessons learnt

According to the joint concept of regional pilot projects the main goal of the pilots have been to test the tools for social enterprise development collected in the Toolbox for Promotion of Social Entrepreneurship in Rural Regions. The outcomes of the pilot projects are therefore especially important since the next phases of the DelFin project, particularly the capacity building, the strategic and action planning will benefit a lot from these outcomes and should be built on the experiences of the partners and the lessons learnt during the pilot process. Therefore, in the followings we summarize what kind of challenges the Hungarian tandem have been facing with, what kind of lessons they learnt during the pilot implementation and what kind of success factors they have identified in case of applying social business development tools. Finally, we summarize what kind of recommendations have been formulated by the tandem partners for regional public authorities and financial institutions regarding the successful adaptation and application of business development tools and support schemes for social enterprises among rural circumstances.

3.1. Description of challenges

The tandem partners defined challenges regarding testing the tools and implementing the pilot in general based on their experiences they gained during the implementation of the regional pilot project. Besides identifying the challenges they categorized these problems and obstacles and described what kind of solutions they found for the challenges if they found any at all.

Challenge	Category	Solution found (if any)
Challenges regarding testing the tools		
Stakeholder engagement	Low stakeholder engagement	Organization of networking event
COVID	No possible personal meetings	Online pilot
Target group activity	Due to the situation SEs were as a result of COVID they were skeptical about the pilot	Regular phone calls, Personal meetings
Challenges regarding implementing the pilot		
Stakeholder engagement	Low stakeholder engagement	Organization of networking event
COVID	No possible personal meetings	Online pilot
Target group activity	Due to the situation SEs were as a result of COVID they were skeptical about the pilot	Regular phone calls, Personal meetings

3.2. Description of Lessons learnt and success factors

As it had been mentioned in the introduction, Hungarian partners also described what lessons they learnt / success factors they identified regarding the applicability/transferability of the tools tested and the implementation of the pilot project in general

Success factors/lessons learnt regarding the applicability and transferability of the tools tested	
1.	The tools tested were totally transferable to our region but an external expert who is new to the regions and has experience in an international environment was needed for the successful applicability and transferability
2.	
3.	
4.	
5.	
Success factors/lessons learnt regarding the implementation of the pilot project in general	
1.	The external expert who was responsible to the implementation of the pilot was a “new face” in the region and had international experience which was a great factor in the success of the pilot
2.	The pilot was a good opportunity for peer to peer learning and for some participants this was a great added value
3.	Online form is not the best for workshops and mentoring -> need more networking events face to face
4.	Implementing something new made it easier to involve stakeholders

3.3. Description of Recommendations

Finally, the Hungarian tandem summarized and described the recommendations they formulated based on their experiences (challenges, solutions, lessons learnt, success factors) for regional stakeholders (financial institutions and local authorities/municipalities) regarding the development of rural social enterprise ecosystems!

Recommendations for funding/financial institutions	
1.	Training of staff directly dealing with SEs
2.	Tailor made details of micro loaning to be used more by SEs
3.	
4.	
5.	
6.	
Recommendations for local authorities/municipalities	
1.	Getting to know better the SEs in their municipality/networking events/events organized together
2.	Allying for national funds together (in consortium) etc.
3.	
4.	
5.	

According to the preliminary plans of the following work packages and activities in the DelFin project the capacity building activities for regional authorities and financial institutions will be based on these recommendations, experiences and lessons learnt by the partners on the adaptation of social business development tools and schemes for supporting the establishment and development of an effective social enterprise ecosystem in rural regions.