

YOUMIG - Improving institutional capacities and fostering cooperation in order to tackle the impacts of transnational youth migration DTP1-1-161- 4.1

WP5 Improved Local Services

Output 5.3 Local pilots for better services & inventory

MUNICIPALITY: KANJIŽA

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1. Introduction

In the YOUMIG project: Improving institutional capacities and fostering cooperation to tackle the impacts of transnational youth migration in the Danube region; 19 partners from 8 countries are working together to support the local governments of Maribor (Slovenia), Graz (Austria), Kanjiža (Serbia), the borough of Rača, Bratislava (Slovakia), Szeged (Hungary), Sfântu Gheorghe (Romania), and Burgas (Bulgaria), in exploiting the developmental potential of youth migration, leading to a bettergoverned and more competitive Danube region.

The YOUMIG project is aiming to boost their institutional capacities to enhance the scarce local evidence on youth migration, contributing to improved policymaking with a focus on human capital. Statistical offices & academic organisations are teaming up with local governments in a complex and tailored transnational cooperation to create local developmental strategies based on improved impact indicators of youth migration. They are also working together to introduce transnationally-tested tools to manage local challenges.

To address the challenges, obstacles, and benefits of youth migration in sending/receiving communities, a Local Status Quo Analysis (LSQA)¹ has been prepared, providing an overview of trends in youth migration and of related social phenomena, respectively. The study was based on policy-oriented research. The first objective was to synthesise the findings of the YOUMIG research activities with regard to youth migration. In this respect, the municipalities were characterised and typified according to the migration trends they experienced. The second objective was to understand the effects of youth migration, and to identify policy challenges related to it. Through applied research, a screening of responses provided by local authorities to challenges related to in- and out-migration of young people was performed. A related goal was to identify management and capacity gaps in institutional mechanisms of local authorities, with the aim of addressing youth migration and related phenomena.

To support the development of services on a local level that will assist local governments in coping with the inward, outward, and return migration of young people, a <u>European and global good practice collection</u> of relevant services and actions linked to youth migration² was prepared. This was the first step towards tailor-made solutions aimed at improving institutional capacities and fostering cooperation to tackle the impacts of transnational youth migration at the local level. Based on the challenges and needs revealed in the LSQA and on collected good practices, the local partners prepared tailor-made solutions that assisted them in coping with immigrants, emigrants or returning youth migrants on the local level.

Reflecting on the local challenges and administrative capacity gaps identified and measured in the YOUMIG project, each local partner elaborated a roadmap, adapting existing practices and/or designing new ones. Different aspects were addressed, including challenges such as brain drain and care drain in the sending areas, immigrants' deskilling ("brain waste"), and difficulties accessing public

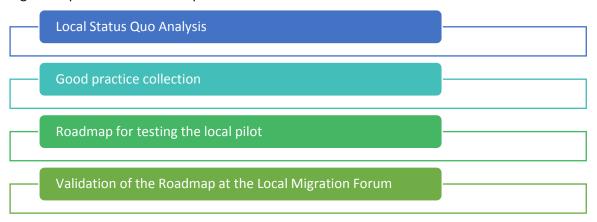
¹Local Status Quo Analysis can be obtained at:http://www.interreg-danube.eu/approved-projects/youmig/outputs

²The YOUMIG Good Practice Collection can be found here: http://www.interreg-danube.eu/approved-projects/youmig/outputs



services in the receiving areas. Subsequently, local pilot actions were designed and implemented in the identified topics. In the case of already existing practices, actions were adapted to local context. The pilot actions were accompanied by local Migration Forums, which involve relevant stakeholders linked to the pilot area receiving immediate feedback and general local supervision. In addition, partners peer reviewed each other's pilot actions as part of a study visit to increase knowledge sharing linked to the piloting, and in order to assess its transferability. The pilots were evaluated based on a common methodology.

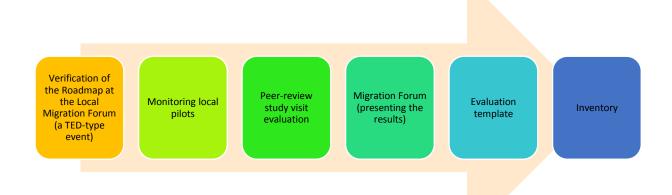




The local pilot's testing phase incorporated several activities: implementation - accompanied by the monitoring-activities and presentation of the results to all 19 partners, as well as peer-review study visits in which local partners not only visited each other, but also capitalised on the lessons learned during the pilot project's implementation.

In the figure below, the entire process of implementation, monitoring and evaluation of the local pilots is documented.

Fig. 2: Implementation, monitoring, and evaluation of the local pilots





With each of the local partners basing their pilot actions on field research and LSQA, the individual action plans are naturally distinct.

Tab. 1: Overview of YOUMIG pilot activity by local partners

Local	Name of pilot	Brief description of the pilot activity
partner	activity	The reason priority and priority
Graz	M-GIST-HUB Engaging migrant girls from the Danube region in natural science and technology	The city of Graz is currently witnessing a trend: its youth lack interest in obtaining an education in natural science and technology, which is especially typical of young women with a migration background. It has been found that in many cases there is little awareness of which skill sets are required or what job opportunities exist in obtaining such an education. The M-GIST-HUB is therefore concerned primarily with raising awareness among the target group, and above all, including family members of the target group, since young people rarely make such important decisions independently; therefore the influence of family members (who may also lack awareness of educational possibilities), is also one of the decisive factors. Ultimately, raising awareness of the opportunities available to the target group has an impact on their integration into society.
Kanjiža	Stay, work, be happy!	The Municipality of Kanjiža has opened a co-working space, providing its youth with the opportunity to gain business and language competences to further their opportunities in the Serbian labour market, since overall cooperation with the established national structures was inadequate for the specific situation of the municipality. Through the municipality-owned centre, the target group of young potential emigrants has been offered advice and support, thereby influencing their decision to migrate abroad or not. By means of this activity, the local partner is tackling the issue of youth emigration from the municipality to neighbouring Hungary, especially since the majority of the population is part of the Hungarian minority and has better language competencies in Hungarian than in the national language (Serbian).



Local	Name of pilot	Brief description of the pilot activity
partner	activity	
Maribor	CWMB YOUMIG (Co-Working Maribor)	Maribor is a city facing both immigration and emigration. Therefore, the CWMB YOUMIG programme is targeting young people with a migration background or intention to migrate, as well as offering a supportive environment for return migrants. The co-working centre is offering support for young people on their path to self-employment, by offering free desk sharing in a stimulating environment with access to key support organizations within the city (including national SPOT points, a science park, and consultations available at the regional development agency), as well as linguistic support in the case of language barriers for migrants. By offering such support, CWMB YOUMIG provides a hub, staying in touch with its members even in the event of their emigration from the city. It also forms a supportive network for immigrants integrating into society through self-employment. During the pilot period, CWMB attracted 3 immigrants and 12 potential emigrants.
Szeged	Sensitization and multicultural training (SAMU)	The Municipality of Szeged identified an opportunity to facilitate the social integration of young migrants with nursery-school children (ages 3-6), through a programme provided by public preschool childcare providers. Trainings on sensitisation and multiculturality were conducted among public pre-school childcare providers and with municipal staff in order to break down the potential communication barriers between public service providers and immigrants. The pilot activities contributed positively to public service providers (municipality and nursery school), above all, by raising staff competencies in dealing with the issues of immigrants (mostly young parents) who do not share the same cultural background and command of the language as their native peers. The trainings proved successful, and provided staff with tools that could also be applied outside their immediate field of work.



2. Local pilot identity card: Stay, work, be happy in the Municipality of Kanjiža

Title	Stay, work, be happy!
Starting date	01/03/2018
Duration	01/04/2018 - 31/12/2018
Local pilot holder	Youth Cooperative and Youth Office
Number of municipal staff involved in the implementation of the local pilot	3
Target group	Young potential migrants
Stakeholders (list)	Youth Cooperative, Youth Office, municipal administration
Costs (as per AF)	6.400,00 EUR
Transferred good practice	2.4.9 Centre for migrant business start-ups and enterprise 2.4.7 Gothenburg's entrepreneurial hub

3. Summary of the local pilot

The Youth Office of the Municipality of Kanjiža was reactivated at the beginning of 2017, after a long period of stagnation. With a variety of new programmes on offer, it soon became the meeting place for the younger generation of the municipality, who came to learn more about a wide range of topics. Young people from the municipality and the region were invited to give lectures, presentations and hold workshops in subjects varying from creative writing, descriptions of journeys in exotic countries, book presentations, interactive counselling for families with babies and young children, etc. Seizing the momentum, we decided to make the Youth Office home for the pilot: for lectures aimed at young entrepreneurs, the unemployed and those seeking ways to improve their knowledge. Lectures were welcomed with great interest and attendance was high - there was usually with a full house. The other component of the pilot included the foundation of the first co-working space in Kanjiža, which provided start-ups, beginner entrepreneurs, etc., with a place to work if a physical location were needed. Here, lectures were organised based on personal communication with users of the One Stop Shop (OSS) service. The OSS is another YOUMIG service developed for young people - potential migrants - from the area, which allows them to use the existing municipal infrastructure in order to find seasonal, part-time or full employment.



4. Challenges addressed in the local pilot

Major local challenges and opportunities related to youth migration identified by the Local Status Quo Analysis (Activity 3.2), and addressed in the local pilot

The main challenges in the municipality are the lack of adequate jobs and the exploitation of high- and low-skill workers. In the field of education, there are genuine difficulties connected to learning the Serbian language; a factor making the success of the Hungarian minority in the labour market less possible; moreover, this has an impact on their further studies. For this reason, the Hungarian minority prefer to study in Hungary or stay at home and study available courses at faculties in their mother tongue (usually the job market related to these areas of study is oversupplied). Other difficulties identified in the LSQA are linked to the perception conveyed by interview-partners that the system of welfare subsidies and family policies is being abused - the consensus among interviewees being that they do not work at all. Essentially, they feel that welfare is being given to people who do not deserve it, such as those who are capable of earning a living or those who find administrative loopholes in order to receive benefits they do not actually need. Beyond this, there is a need for strengthening the civil sphere in the municipality, rationalising official administration and, generally, developing a more user-friendly approach.

The following actions with overlapping themes of retention of young people in Kanjiža (and thus serving the need to create employment opportunities) were taken into account:

1) Assistance to beginners in business in order to facilitate their position in the labour market.

Young people starting out in business and those who continued their studies after secondary school (in the home country or abroad) need to be incentivised to come home. The results of the research show that there is no appropriate channel of communication between the economic actors and job seekers. In addition, the retraining of youth should be supported so that planned investments mentioned by economic and institutional actors can be achieved. The first step to achieving this would be to conduct a market needs assessment, to create a database of the skilled and unskilled young work force (an interactive business register for entrepreneurs and job seekers), and lastly, to create an online and offline communication platform (by means of youth cooperatives, forums, and job fairs).

2) Although assistance concerning the inclusion of women in the labour market was not tackled as a special issue within the pilot, aspects of gender equality were closely monitored. One issue being that Serbian legislation still does not recognize part-time employment as a category that would be appealing to employers. Currently, part-time employment exists in a form that requires employees to pay full benefits to a part time employee, as they would for a full-time employee. Consequently, they are reluctant to employ young mothers with small children; and this challenge cannot be addressed locally.

3) Removal of language barriers

It would be important to provide assistance to the Hungarian minority in acquiring Serbian language skills (for the minority, Serbian is not a foreign language in schools). If this could start from a very young age, it is possible that those involved would consider studying at home in greater numbers. Language courses for job seekers targeting their prospective professions (leading to the acquirement of jargon useful in their workplaces within the municipality) would also be imperative. The Hungarian



National Council implements such programmes for secondary school pupils and students; in cooperation with it, these programmes could be brought to the municipality.

4) Revival of the Youth Office

The research results indicate that Kanjiža has the appropriate infrastructure, but that there is a lack of content. Both cultural and entertainment programmes need to focus on strengthening relationships within the community, and thematic events which are attractive to different generations, need to be organized. The interviewees in the focus group believe that it is important to assess exactly what programmes and initiatives would be of interest to the secondary-school generation within the municipality. In their opinion, this generation is the most elusive – more needs to be known about their needs - while also being the most susceptible to migration.

The Youth Office is presently being revived, and the scope of its activities needs to be reassessed.

5) Assistance to the civil sector

The interviewees spoke of a relatively well-established non-profit sphere, although their work is often impeded owing to financial difficulties. Since the municipal budget has a defined frame for the support of civil organizations, the municipality could offer support by providing more open access to the existing infrastructure (in this way non-formal grass-root civil initiatives could get support), and receive assistance in the field of administration (from local counsellors, accountants, and project managers).

While the municipality has supported the civil sector, the presumption is that the allocation of support has not been targeted. From the perspective of efficiency, this segment is in need of improvement for the municipality fully to perceive the benefits.

To date, the municipality has worked on developing the aforementioned areas, and it would be reasonable to continue doing so in a more targeted manner. A pilot project on the municipal level could be organised according to these recommendations, and it would be even more successful with greater interrelatedness, e.g. having the pilot carried out from within the Youth office and the NGOs involved in the stakeholder group (Migration Forums).



5. LogFrame of the Local Pilot

The Logical Framework Approach was used in the preparation and validation of the pilot activities

Pilot summary	Indicators	Means of verification	Risks/Assumptions
Overall objective	Improvement in business capabilities of youth and their employment.	Number of self- employed/employed youth Base: 0 Target:5	
Pilot purpose	Support in obtaining business skills, including the provision of space and newly acquired business connections	- Number of users - Number of lectures/presentations	New content will attract people with fresh business ideas, and those with existing businesses
Results	Support provided	No. of young people using services Base: 0 Target:10	Pilot will be well-accepted by youth and the local administration
Activities	Data base of employees/job seekers Preparation of the co-working space Implementation of the support program	Means: 1. Data base 2. Infrastructure 3. New business connections	Youth will use the support system
			Pre-conditions: facilities and staff of the Youth Office and the staff of the Youth Cooperative.

within the Local Migration Forum with the involvement of the stakeholders.

6. Indicators, linked to local pilot

Monitoring: indicators planned and achieved within the pilot project are presented in the table below.

	Planned (March 2018)	Achieved (December 2018)	
Indicator 1	Number of young people using services	The number is actually for young people who had	
Definition	Number of employed youths	summer jobs, so the result was achieved by September 1. The total number of users in the testing phase: 58	
Baseline	0		
Target	25		
Data collection (by whom and how)	Youth Cooperative		
	Planned (March 2018)	Achieved December 2018	
Indicator 2	Number of young people using services	The number of young people using services by the	
Definition	Number of people who attended lectures and events	end of December 2018 was: 200 17 of whom became recurring visitors.	
Baseline	0		
Target	100		
Data collection (by whom and how)	Youth Cooperative		



7. Planned and Implemented Activities

Planned activities within the pilot projects can be summarised as:

- 1) Validation of the proposed pilot at the second local event by the local stakeholders and the public.
- 2) Finding a person with the necessary skills to work at the Youth Cooperative. New employees were acquainted with the project and its expectations, and with the demands of the job.
- 3) A media campaign was launched to reach young people in the municipality. Social media was used to promote the Youth Cooperative's activities, summer jobs and lectures.
- 4) A series of lectures was held each month (except in July, since summer is a relatively slow season). In total, there were 15 lectures, workshops, and events, including a final one in December that had a "community hall" atmosphere with attendees being encouraged to bring their own food and drink, listen to local success stories and mingle afterwards.

Implemented Activities were:

The local Pilot was launched on March 9, 2018 with the presentation of the LSQA. It was the perfect opening for the series of events envisioned as the backbone of the activity. The LSQA was presented on two separate occasions during which the stakeholders (the public), were informed of the findings and recommendations of the document. The other part of the pilot was still under construction until May, when it was implemented. This component included the reintroduction of summer jobs for students through the Youth Cooperative, with the intention of "activating" youth in the local labour market; the thought being that local companies and entrepreneurs could reap benefits from hiring young people through the Youth cooperative.

Most of the pilot's lectures were based on the LSQA recommendation *Assistance to beginners in business in order to facilitate their position in the labour market*. The main idea was to reach out to young people - each one of them a potential emigrant - and try to offer them something affirmative, be it a motivating success story, or information on alternative online jobs available. In order to assist the young people with this, the following lectures were held:

09/03/2018 Lehet-e így? / Da li može ovako? YOUMIG - Status Quo - Public presentation

This event was dedicated to the presentation of the LSQA research and results. It was presented by Erik Palusek, our sociologist, and YOUMIG team members. The audience got involved, discussing their reasons for staying/leaving, and things they view as problematic in the country - not just in the municipality. An air of patriotism was felt during the discussion, including love for the hometown. The idea of lectures/workshops for the young was commended, and many of the participants returned for other ones.

25/03/2018 YOUMIG fotópályázat - YOUMIG foto konkurs - Call for exhibition-photos

Locals were invited to send in pairs of photographs representing what they like most and least about their municipality. The photos were exhibited on March 30, when there was a lecture. Nine pairs of photographs arrived depicting nature, buildings, everyday minutiae, and, of course, people.



30/03/2018 A munkaerőpiac és Te! - Tržište rada i Ti! - Presentations by successful local entrepreneurs

The first success-story was presented in a lecture by five people: Laura Ivanović, who spoke about online learning possibilities. She lived and work in England, Denmark, and Dubai, but decided to come home and make use of her experience locally. Szilveszter Guzsvány used to live in Hungary, and founded the successful Áron Márton student job-recruitment agency. However, he never felt truly at home there, and came back to start a soda manufacturing company from scratch. Anett Sóti left Kanjiža to study in Hungary, from where she visited and worked in many countries around the world. She is a co-owner and co-founder of a new-generation employment agency; living in both Hungary and Malaysia, she believes it is her duty to give something back to her hometown. A couple in private life and partners in business, Sára Raffai and József Dávid started a business producing custom-made paper and 3D-printed wedding accessories. They could have done all of this in Hungary, given that it is so close, but they chose to stay. The audience during the lecture was active, asking many questions, and positive about the whole event. They could see firsthand that success *is* possible even in a small rural town, and that the internet offers a plethora of learning possibilities.

08/06/2018 A szép, ami itt marad /Ono lepo što ostaje - II YOUMIG forum - Success stories of rare enterprises

The aim of this presentation was to prove that not only agriculture and industry provide possibilities for success. The speakers were György Sarnyai, a goldsmith, and Katalin, his partner and wife, who run their own jewellery shop; Csaba Bálint, probably the only maker of niche perfumes in Serbia; and Zsolt and Dora Fekete, a married couple who distribute telescopes and produce bags for them. Being a small business in a small town does not have to be a minus point. You can do what you love, distribute your products and enjoy the peacefulness. People who seek quality recognize this, and come to do business with young entrepreneurs such as these. Their stories were well received by the audience.

29/06/2018 Teremts Megélhetést - Online!!! - III YOUMIG forum - Lecture on online employment possibilities

This was the first of the four lectures given by Anett Sóti and interest in them was huge, requiring registration. She spoke about remote work, freelancing, platforms where people can find jobs, learn new skills and improve their status not only as potential employees, but also as employers. In all four workshops, the participants were very much involved and had many questions.

15/08/2018 Teremts Megélhetést - Online-VOL 2!!! - IV YOUMIG forum - Lecture on online employment possibilities

24/08/2018 Itt lakom látod-Hogyan pályázzunk házvásárlásra - V YOUMIG forum - Lecture on submitting project proposals for purchasing houses for the young

Young people who have dual Serbian-Hungarian citizenship were able to submit project proposals to the Prosperitati Foundation that awarded funds from the Hungarian government for the purchase of homes. Gizella Sóti, project coordinator and civil sector advisor at the Centre for Information and Development of the Tisa region, held a workshop on how to apply for these funds, answering such questions as, "How do I fill in the application form?" "Which additional documents do I need and in what form?" "Which parts do I need to emphasise in order to get a higher point-number?" "How long does the evaluation takes?", and so on. As a result, young people who attended the workshop saved



money that would otherwise have been paid to someone else to fill in the forms - and all of those who applied were successful.

28/09/2018 Teremts Megélhetést - Online-VOL 3!!! - VI YOUMIG forum - Lecture on online employment possibilities

12/10/2018 Facebookkal a sikerèrt! - VII YOUMIG forum - Lecture on web marketing

The two lectures on Facebook marketing were held by Gábor Sarnyai. He was born in Kanjiža but now lives in Budapest, and is a media advisor for numerous Hungarian and Romanian companies. In his talk, he introduced the logic of Facebook marketing, analytical tools, ways of analysing whether an advert has been successful or not, how to create target groups, alongside other more advanced topics.

19/10/2018 Továbbtanulni itthon is érdemes! - VIII YOUMIG forum - Lecture on study opportunities in Serbia in Hungarian

The representative of the Vojvodina Youth Forum, Attila Sóti, is originally from Kanjiža, and a maths teacher. For the past 8 years, he has travelled across Vojvodina informing young people about the possibilities of studying in Hungarian, about scholarships, employment prospects, etc. Unfortunately, the trend of studying in Hungary is growing, and fewer students are opting for Serbian faculties.

02/11/2018 Teremts Megélhetést – Online-VOL 4!!! - IX YOUMIG forum - Lecture on online employment possibilities

30/11/2018 Vállalkozz okosan itthon! - X YOUMIG forum - Workshop on starting a private business

Jutka Kaszás, a business advisor and entrepreneur from Kanjiža, held a lecture on the bureaucratic aspects of starting and maintaining a small business. She explained how to create a good business plan, and how to keep your business running. It was a very successful lecture, and Jutka's years of experience in these areas provided an excellent jumping off point for the participants, who, arriving with distinct business ideas left satisfied with the information they received.

14/12/2018 Facebook - a modern marketing alfája és omegája - XI YOUMIG forum - Facebook as the alpha and omega of modern marketing

28/12/2018 I f#cked up and look at me now! - XII YOUMIG forum - Hard lessons that lead to success

Two local entrepreneurs recounted to young people their business stories. Marianna Bódo decided to begin her private business after failures in previous work places where she did not see eye to eye with her employers, was underestimated as an employee, or was hired to do things that were not agreed upon, contractually. Now with her own company, she offers mentorship programmes for young people who are unemployed or aspire to work in her field of expertise. The other lecturer was Dr Zsuzsanna Sóti, a veterinarian with her own private practice. She and her business partners started their private ambulance service in the 1990s when the political situation in Serbia was very insecure. There were times when there seemed no way forward for them, but they managed to stay afloat, and today, their ambulance service is one of the best in the region. The speakers also discussed the issue of emigration from the municipality, with the doctor concluding that anyone who is prepared to work hard can succeed in *any* country, and that the reasons for emigration are currently more of a trend than a necessity. This event was followed by a YouTube disco and Karaoke party for all those who supported us throughout the year.



8. Evaluation of the local pilot

8.1 Problems and Needs (Relevance)

The selected good practices were tailored to the needs of the municipality since they described the trainings and services offered to people with business ideas, and ways to circumvent the lack of knowledge on possible online careers that do not require leaving home in order to get a well-paid job. Drawing upon the experience of the study visit to Maribor, which successfully operates a co-working space, the consensus was that the selected good practices suited the needs of the local youth. The practice we considered most appropriate for our needs was the *Gothenburg's entrepreneurial hub*, which provides working space for those who do not have business facilities, and for beginner entrepreneurs who have a lack of knowledge on possible online careers that do not require leaving home to get a well-paid job. Another appropriate practice was the *Centre for migrant business start-ups and enterprise*, which explains the trainings and services offered to people with business ideas.

8.2 Achievement of Purpose (Effectiveness)

Please describe how well the output level indicators were achieved. (See the table of indicators in the Monitoring Report as a reference point.)

The indicators were fully achieved, since the young people were employed during the summer in seasonal jobs, and there were lectures and workshops based on their needs. The summer jobs functioned as a tool that we found to be important in developing communication between employers and young people who had not had the chance to benefit from this kind of employment for at least two decades. Presented with an opportunity to earn a living and take a place in the labour market, young people can see what it means to be employed and to share the same experiences as their working parents. This makes them more appreciative of what they have at home; it allows them to contribute to family finances and feel more independent. They also start to see the difference between jobs, employers, and work conditions, which helps them focus on what they want to aim for in terms of study, or starting their own business.

Please rate the usefulness of the second local event and migration forum for the implementation of local pilot.

It was very informative and well received by the audience; however, there was some scepticism concerning what could realistically be achieved at the local level in view of the wider domestic issues of unemployment and youth migration. One view was that that political and financial instability at the national level had too great an influence locally, and that substantive change could only be brought about when those issues were resolved. A few "evergreen" sayings about young people today were also expressed, such as "they don't want to work", "youth is wasted on the young", etc. Nonetheless, the pilot action was widely commended by the audience.

How did the peer-review study visits influence the implementation of the local pilot?

We found the peer-review study visit very inspiring, with plenty of new ideas being exchanged between the City of Graz and the Municipality of Kanjiža. Mr Rath, who is one of the co-founders of the first private co-working spaces in Graz, put forward many useful ideas. He saw our pilot as a complex endeavour with great potential, but he advised us to try to think bigger, and to focus on attracting digital nomads who could work and stay in Kanjiža for a period, enjoying the co-working facility while networking with others. He also commented on the location of the space, which being shared with the



Youth Office, is located on the second floor of its building. He advised us to move somewhere where it would be accessible to the physically disabled. This was taken into consideration and discussed with the president of the municipality, with several locations mooted as potential co-working spaces in the future.

How would you rate the involvement of the stakeholders?

The stakeholders were involved in the pilot activities from the beginning; however, they became more active during and after the peer-review visit by the project lead partner and the partner from Graz. It then became clearer how the co-working space could be valuable to the local youth. Since then, the Department for Local Economic Development has been lobbying for the expansion of activities that originated from the Pilot. The local entrepreneurs were glad to share their success stories and experiences with the participants of the workshops and forums.

How well was the local pilot accepted by the decision maker (e.g., the mayor) within the municipality?

The president of the municipality was broadly supportive, and is very positive about all the YOUMIG activities. He sees the potential of the initiative and the enthusiasm of the project team; he even proposed a plan for the further development of the co-working space, which he see it as a niche where those working outside agriculture or industry could find a place for themselves. He believes that the co-working space and lectures work well as community building tools, and that if they are managed as planned, they would help make Kanjiža appealing to co-workers from other regions.

What challenging factors were there in the implementation of the local pilot?

The inertia and lack of motivation were challenging in the beginning, but a good Facebook campaign and presence in the media helped to get people moving. The lectures were well attended, and the topics were interesting and relevant. Some of the participants (who had tried living abroad and returned), found the lectures useful as they provided a jumping off point for their own businesses. Others networked among themselves, gave each other tips and pointed out job offers.

As for the co-working space, it is a shared space that functions only in the morning. This is a challenge we are still facing, but with the support of the president of the municipality, there is the possibility of finding a more suitable location with friendlier working hours. Some people using the co-working space already have jobs and would prefer to work in the afternoon or evening, or work in shifts; therefore, they need a place that has flexible opening hours.

8.3 Sound management and value for money (Efficiency)

Please describe how efficient the local pilot was regarding costs, staff engagement and time consumption. Were the results/objectives achieved within the budgetary and time constraints?

The budget was sufficient for providing lecturers, however, more funds would be needed for office equipment - computers, printers, scanners, etc.

Concerning the pilot's timing - summer is a dead season; therefore, the summer break is best for lectures, having them from September to mid-June at the latest.



8.4 Achievement of wider effects (Impact)

Please describe the impact of the local pilots on young people's immigrant-emigrant return in your local community. What differences has the implementation of the local pilot made?

The lectures and co-working space gave young people a great opportunity to learn to "think outside the box". They also gained a lot of useful knowledge in the business sphere, with the co-working space giving them the possibility to exchange ideas and work together. Some of the people attending the online employment-possibilities' workshops started cooperating among themselves, sharing job adverts, or mediating between businesses they know and those young people in the workshops who had suitable qualifications and knowledge sought by the businesses in question. They also have a Facebook group where they share information.

8.5 Likely continuation of achieved results (Sustainability)

Is there a need to expand or modify the pilot activities and incorporate them into the long-lasting provision of services on a local level?

With the support of the town's administration, we would like to transform the co-working space into a bigger co-working house, with more equipment, frequent lectures (every week if possible), and to attract not just return migrants, but also digital nomads who could become potential immigrants in Kanjiža. Currently, the co-working space is used by artists for writing projects, and by civil organizations which need a place to meet and also write projects. Every now and then, a foreigner appears in Kanjiža needing a place to work. Sometimes they visit Kanjiža to see friends, or to work on projects with local businesses or artists and use the facilities. They either freelance or work remotely.

The lecture series (which is the part of the pilot) will be continued as long as possible. We already have planned several lectures for the beginning of 2019, and we will see whether the municipality will be able to set aside funds in order to continue this good practice. The Youth Cooperative will continue with its summer job activity and the promotion of the OZ co-working space. As this can only lead to a win-win situation, no serious challenges are expected.

8.6 Strengths of the Pilot/Organization

Please list the strengths of the local pilot implementation, (e.g. in terms of staff commitment, stakeholders' participation, support of the mayor's office, etc.).

We enjoy the full support of the mayor's office and hope that we can continue with the lectures, etc., even after the project ends. The staff is enthusiastic and committed to the purpose of these activities. The stakeholders - the town administration and civil organizations - are interested in the project, and are beginning to have a sense of pride in ownership.

8.7 Being proud of

Please write what you are especially proud of concerning the implementation of the local pilot!

We are extremely proud of our lectures; they were always very popular and a lot of people were involved. A sense of community developed out of the series of lectures: people got used to getting together and returning to lectures; after most of them, informal talks followed which lead to networking. Local people also started to socialize more. The events were advertised on social media, and were shared among the participants - even those ones who left Kanjiza and now live abroad. All



the events were well attended, and extra seating was required for some of them. There were even participants from bigger towns in the vicinity of Kanjiza.

Moreover, the initiative was commended at the Vojvodina meeting of entrepreneurs – both those living here and working in Hungary - as a very good tool for connecting the civil sector with employers and potential employees.

8.8 Conclusions & Recommendations

Summary of the conclusions and lessons learned during the local pilot implementation.

Emigrant municipalities could benefit from using this model to motivate young people to stay and set up a business in their country. Young people are getting used to the concept of life-long learning, and the lectures can be considered an expansion of specific knowledge. Presentations of success/fail stories can serve as the nudge that young people need to get started. The co-working space must be transferred to a bigger, better-equipped co-working house, focusing on a new generation that works remotely, with the ability to return to Kanjiža while working online for a foreign company. Attracting this kind of youth represents a big opportunity for us.

A municipality battling emigration needs to do as much as possible to help young people find their place at home. It should set aside more funds for activities similar to the pilot. So far, the experience has taught us that there are always people living abroad or elsewhere in the country who want to give back to the community they grew up in; but they are also professionals who need to be paid for giving lectures. An annual sum allocated for this purpose by the town administration would be very helpful. The administration needs to have a more hands-on approach to this topic, but also let civil organizations contribute. For more costly lectures, the municipality could try offering co-financing, with participants paying a symbolic fee.

Author of the Report

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Annex

Examples of social media coverage of the pilot events in Kanjiža:

