



Integrated Action Plan

KECSKEMÉT
Urbact SIBdev Network

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Table of Contents

1.	CONTEXT AND PROCESS.....	3
1.1.	Context.....	3
1.2.	State of Play.....	5
1.3.	Focus.....	8
1.4.	Process.....	9
2.	ACTION PLAN.....	12
2.1.	Objectives.....	12
2.1.1.	Key objectives.....	12
2.1.2.	Specific objectives and result indicators.....	12
2.2.	Actions and activities.....	14
2.2.1.	Intergenerational mentoring programme.....	14
2.2.2.	The digitalisation of companies and workplaces.....	17
2.2.3.	Upscaling of dual education.....	20
2.2.4.	Multigenerational (age-friendly) workplaces.....	21
2.2.5.	Career counselling.....	23
2.3.	Output indicators.....	26
2.4.	Schedule.....	27
2.5.	Framework for delivery.....	27
2.6.	Resources.....	27
2.7.	Risk analysis.....	30

1. CONTEXT AND PROCESS

1.1. Context

Eighth-largest city with
110,621 inhabitants

Kecskemét is a city with county status and the seat of Bács-Kiskun County. It is the eighth-largest city with 110,621 inhabitants and is one of the few Hungarian cities with a growing population due to immigration offsetting deaths and births. The functional role of the city extends to its immediate environment, including 8 peri-urban municipalities and 5 settlements belonging to the city's administrative area. Thanks to the city's significant industrial and infrastructural development, Kecskemét is expected to be a city with 120,000 inhabitants by 2030, taking seventh place in the list of the most populated cities in the country.

Easily accessible

The city lies in the Southern Great Plain Region. Kecskemét is close to the geometric centre of the country and is easily accessible. Budapest is at only 90 km, connected directly by a highway and rail. The city has an airport used exclusively as a NATO Airbase; Budapest Airport (80 km) serves passenger air traffic.

Shortage of skilled
workforce

The city's development received a boost when Mercedes-Benz has decided to open a new plant in 2012, followed suit by many other plants of its suppliers. The considerable investment made by the German car manufacturer has raised many challenges to the city, which had to rethink many aspects of its development and daily operation (including roads and public transport). As a result, it has led to a shortage of skilled workforce, despite the significant influx of workers. Thus, the unemployment rate is low, about 4.6%.

Ageing: every second
citizen will be over 50
in 2030

Besides the lack of a workforce, the most prominent social problem of Kecskemét is ageing; every second citizen will be over 50 in 2030. Therefore, the city has started a program to uphold retired people into the workforce in partnership with a local civil initiative named CédrusNet.

Employment: lack of
part-time jobs

Another social problem is emigration, especially around the age of 18 to 25. Even though Kecskemét has a University, Budapest and the EU countries offer a much broader range of possibilities and many of the youth leaving the city do not turn back. As the city has to deal with the lack of workforce and the ageing population, a local civil initiative was started and later embraced (and partly financed) by the city. Employees above 50 are often underrated on the job market, and pensioners often develop a sense of "uselessness" after they retire. The initiative, named CédrusNet, aims at creating a much smoother transition between employment and pension. Among many other activities, it started assisting employers in designing and creating more suitable job profiles for the elderly. This activity has raised



another issue quite common in Hungary: jobs are almost exclusively full-time, only 5-7% are part-time. While there was high unemployment, companies were reluctant to design part-time employment. Nevertheless, due to the lack of a workforce, they started showing interest in the so-called atypical employment forms. The city has realised that there is a vast opportunity to assist companies in disseminating knowledge related to the creation of part-time jobs.

Kecskemét 4.0, a strategy for developing the local economy

The city has an Integrated City Development Strategy for the period of 2016-2020 and has many sectoral strategies, e.g. Kecskemét 4.0, a strategy for developing the local economy. The city's most current plans aim at

- » education (increasing students' performance, improvement of communication between students, parents and teachers)
- » the social care system (improvement of the information flow and services, decreasing domestic violence)
- » local partnerships through promoting local and national initiatives

Answers to the new social and economic challenges

As an answer to the new social and economic challenges, Kecskemét intends to develop comprehensive, economically and socially sustainable, scalable, and exportable long-term solutions for changing the social and labour context and labour market development. These solutions include the testing and introduction of innovative financial schemes and socially innovative approaches as the city believes that these will provide a framework that improves citizens' quality of life and thus attracts young, skilled and educated people. However, Kecskemét carried out many developments in the last years. The focus of the city has been strengthening its institutions by building and developing nursery schools (day-care and pre-school education) and by linking new roads into networks and creating effective transport hubs. Kecskemét has widened the availability of social housing for the incoming workers. A new campus of the local university is built on a surface area of 5,5 ha to satisfy demand in response to the latest trends in education.

Learning from other cities

The city is very much interested in learning from good practices of other cities to organise local services more effectively. The city wants to shift from authority directed services towards a more decentralised system, which considers the needs of citizens and local communities. The city needs to learn about new financing models for social actions and good practices of other cities. Kecskemét is also very interested in integrating the Municipality into international urban networks through the URBACT Network to involve more knowledge and experience.

Working with many providers and initiatives

The Municipality works with a wide range of service providers and initiatives and involved them in SIBdev. One of these is the Urban Civil Support Program, which is a civil grants programme. These grants provide financial support to approximately 400 civil projects in different social sectors to deliver high-quality services and contribute to

initiating several social innovation projects in ageing and employment. The city has also recently submitted a UIA proposal on social innovation projects to establish an Urban Impact Fund and a reward system for social innovation in ageing. However, the city has some experience with integrated action planning and participative approaches. Integrated City Development Strategies are required to build on participatory approaches. Many other strategies (e.g. the Employment Strategies, which are at the base of the Employment Pacts) also have to incorporate action plans. The city also has some experience in working across city departments.

1.2. State of Play

Effect of ageing on the economy

Due to demographic processes, the number of people at working-age - people between the ages of 15-64 - will decrease by half a million within the next 10 years in Hungary.

Meanwhile, the rate of ageing will increase by 40 per cent over the next 20 years. The survey data conducted in 2017 show that the city needs to rely much more on the senior population; the population over 50 already reaches 36 per cent, and by 2030 will be over 50 per cent. It seems essential to prepare the 50+ age group to start a second career by acquiring new professions and skills and staying active in the labour market. Otherwise, this age group could place a heavy burden on both the social and health care systems in the future. According to our preliminary data, at least 10,000 members of the ageing society in Kecskemét want to stay in or return to the labour market. So they need to build services in the city that will help new retirees start a new career, even in their old job. In our view, we hypothesise that active ageing should be most effectively supported by facilitating career change. According to the study of James Feyrer: Aggregate evidence on the link between age structure and productivity¹, people reach the peak of their productivity at the age of 50. Their productivity is on average 60 points higher than that of a 20-year-old.

Learning-work-pension life model obsolete

However, the elderly can remain an active member of the local labour market by comfortably taking on valuable tasks. There is a need for services and training that can enhance the

experience of usefulness, which will help them start a new career over the age of 50. Due to the increase in age, the learning-work-pension life model has become entirely obsolete. People at the age of 50-55 need to start new life strategies for another 25-30 years after their retirement. This is not easy for many reasons:

- » This age group is at the peak of their careers and forced to perform;
- » This is a generation of sandwiches: they still support their children but have to take care of their parents;
- » Workplaces do not yet realise the benefits of supporting this age group with priority in workplace ageing programs.

¹ *Population and Development Review*, pp. 78-99. Quotes: Maestas, Nicole-Mullen, Kathleen J. - Powell, David 2016



Public thinking about ageing needs to be changed

In this life situation, this generation should prepare for the decades of active years expected after retirement. Unfortunately, they do not get much help for this. Public thinking about ageing needs to be changed because old stereotypes are no longer valid and unjust today. The true meaning of social ageing needs to be introduced and recognised, and new (urban and workplace) tools for active ageing need to be developed.

Flexible transition from traditional to part-time work

Seniors have a paramount need for a sense of usefulness, social relationships and maintaining health, and most retirees also need additional income. Companies should encourage employees to start a second or possibly a third career in areas tied to Industry 4.0, i.e. that are likely to be needed in the city for the next 5-15 years. This requires a flexible transition from traditional to part-time work, senior businesses, startups, volunteering and leisure.

Local knowledge, local innovation, solid local businesses

The efficiency of economic and innovation investments is weakening if they are not closely knit by an increase in local innovation and intellectual property. Interestingly, the latter cannot be imported or may only very rarely become local. Capital invested in machinery, infrastructure, buildings is not enough to increase productivity. Breaking out of the medium development trap requires local knowledge, local innovation, solid local businesses. Investment aid should not be granted without return requirements, as it may contain structural changes that are essential for the future. Raising "full factor productivity" also requires better organisation, management, better-prepared people, innovation and future orientation. In the career model, this intergenerational bridge, future orientation and innovation must be created by involving the resources and institutions located in the city. Future-oriented, more prepared workers call for the development of new methods of intergenerational learning:

- » How to harness the knowledge of senior worker
- » How younger people can pass on their new knowledge to older people
- » How new skills and competencies can emerge in intergenerational learning that market players and local businesses need

Mutual learning between young people and the elderly

In recent years, researchers and psychologists have drawn attention to the importance of the social and emotional dimensions. Their research shows that neither young nor older people have the emotional and social competencies to build a career successfully, an individual life path. Intergenerational learning can remedy this problem exceptionally well. It is a process of mutual learning and interaction between young people and the elderly, from which both groups benefit significantly.

Modernisation of higher education

The social and economic processes that have taken place in recent decades have necessitated the modernisation of higher education. Businesses cooperating with higher education



institutions provide practical instruction in line with the institution's curriculum. Students deepen their theoretical knowledge in a corporate environment during dual training and acquire more practical knowledge. This results in a workforce leaving the higher education institution at the end of the training that can take up the job immediately, without additional years of training or financial outlay. Such training pathways in higher education allow fresh graduates to enter the labour market as experienced workers. In Hungary, in the early 2010s, there was a need to introduce dual training in higher education. First, Mercedes-Benz Manufacturing Hungary initiated such a training form in Kecskemét. The training started in September 2012 with 25 people in the introductory vehicle engineering course at Kecskemét College, now John von Neumann University. From the first half of the 2014/2015 academic year, higher education institutions had the opportunity to start dual training in technology, informatics, agriculture, natural sciences and economics, and social fields from the following year.

New framework for dual vocational training

On January 1, 2020, Act LXXX of 2019 on Vocational Training entered into force. Act No. 12/2020 Coll., on February 7, 2020, on the implementation of the Act on Vocational Training. (II. 7.) Government Decree. These two pieces of legislation provided an entirely new framework for dual vocational training. The change aimed to create a gradually demand-driven vocational training system that focuses on the result and flexibly adapts to the needs of the labour market and quality training. This process represents a significant change for VET actors and expects a firm commitment from partner companies in dual training. As a result, high-performing students with a VET contract are available as a labour supply with appropriate professional experience to companies that invest time, energy and resources.

The Dual Learning Model

The dual model operating in Germany since the 1970s served as a model for introducing dual training in Hungary. First, Daimler-Benz and Bosch took the initiative to develop an alternative form of education to address labour shortages. They ensure that they have the right skills at the right training level and increase the efficiency and productivity of their management by reducing training times. As a result of the initiative, a university called "Berufsakademie Baden-Württemberg (BA)" was established in 1974. It became the basis for dual higher education and, within fifteen years, hosted more than ten thousand students under agreements with more than 4,000 partner companies. There are currently twenty accredited dual training programs that train students in business, engineering, and social sciences. The German model divided the tasks related to dual training into three main areas. The first area is the subject knowledge, where the theoretical part is provided by the higher education institution and the practical knowledge by the company. The second area is the methodology, where the higher education institution provides the research background for corporate project work. The third area is the development of social skills, where presentation techniques acquired in a higher education institution are enriched with negotiation techniques developed in companies. Thanks to the two pieces of legislation coming into force on January 1st, 2020, changes in dual training pose new challenges for each participant. The city plans to study the different platforms, make the existing structures more efficient, and



connect them to develop a demand-driven professional concept. Cooperation with the Chamber of Commerce and Industry of Bács-Kiskun County is essential.

1.3. Focus

Labour shortages and the effects of the pandemic

Kecskemét is again in a period of labour shortages. However, a few months ago, unemployment jumped by 10-15% due to the pandemic, breaking decades-old records. Unfortunately, tens of thousands of jobs have been lost to students and ageing workers. The unemployment rate for young people aged 15-24 in Hungary was 15.1 per cent in August 2020. One of the consequences of the pandemic is high structural unemployment, especially among young people, according to a COVID-19 risk outlook report. The ILO's recent survey on youth unemployment also finds that the COVID-19 crisis has severely and disproportionately affected young people worldwide, especially young women.

The economic impact of an ageing society

In Hungary, the number of people of working age will fall by half a million within ten years. This is due to the ageing of Hungarian society, and Kecskemét is no exception. In Europe, four workers currently support one pensioner; by 2060, only two workers will need to do that, so the burden on young people will be huge. However, with the right policies, these challenges can become opportunities for more inclusive growth and greater prosperity by extending working lives and making better use of the knowledge and skills of ageing people.

Longevity Economy / Industry

Longer life expectancy is giving rise to a dynamic 'Longevity Economy/Industry'. On the one hand, the labour market will increasingly need skilled seniors who are still willing to work, to take on jobs and tasks at the age of 60-80. On the other hand, new products and services will be developed as the number of older people increases. The key question is how, with what, in what health and mental state will the ageing generation spend the next 15-20 years? Investment in human capital can help counteract the negative effects of an ageing society. If seniors can remain active, their 'maintenance' will depend on their income-generating capacity.

Multi-generational workforce a clear business advantage

However, the OECD has sent a clear message: companies that employ a multi-generational workforce will have a clear business advantage. Research shows that hiring a multi-generational workforce can lead to significant competitive advantages: older workers can increase productivity not only through their own experience and wisdom but also by enhancing team performance through knowledge sharing, effectively engaging in talent management, which improves the continuity and stability of a skilled workforce, which helps to preserve the company's stock of knowledge, traditions and skills.

1.4. Process

Members of the Urbact Local Group

The Urbact Local Group set up for the SIBdev project will elaborate the Integrated Action Plan. The members of the ULG and their roles and responsibilities are:

- » The Municipality of Kecskemét is a member of SIBdev Network and coordinating the ULG in the city. Besides the usual functions, Kecskemét Has set up a €75 million fund for the city's development with government-provided sources. About 40% of the funds will support SMEs, and the remaining 60% will fund city development programmes.
- » CédrusNet is a programme unique in Hungary aiming to strengthen the role of ageing employees in the labour market.
- » Employment pact is a programme fostering the cooperation of the Government Offices (representing the government at the local level, responsible for employment) and various actors in employment and economic development at the local level (such as municipalities, chambers of commerce, employers, other agencies).
- » AIPA Ltd. is an agency that provides a broad cooperation platform among various players engaged in the development of the city and its economy.
- » Chamber of Commerce and Industry of Bács-Kiskun County represent the general economic interests of more than 30,000 businesses through the mandatory registration of industry, trade and craft businesses. Its tasks in higher education are primarily related to the introduction of dual higher education: on the one hand, it involves SMEs in dual higher education, and on the other hand, it participates in the qualification and control of business organisations engaged in dual higher education.
- » John von Neumann University, based in Kecskemét, is one of Hungary's youngest tertiary educational institutions. However, the university's legal predecessors have a history going back many years and boast long-standing traditions. The University has experience in running the Dual Learning System, cooperating with vocational schools and local companies.

Planned dates for ULG meetings

ULG meeting 1: August 24, 2020

Topics discussed:

- » Baseline Study sent to all ULG members
- » Information on SIBdev, the operation of the ULG
- » Brainstorming on topic of IAP
- » Next steps to be taken

ULG meeting 2: October 7, 2020



Topics discussed:

- » Information on SIBdev, the operation of the ULG
- » Brainstorming on topic of IAP
- » Invitation of ULG members to Masterclasses, agenda provided to all

ULG meeting 3: December 16, 2020

Topics discussed:

- » Final version of IAP Roadmap presented to ULG members, next steps to be taken, decision of new members joining the ULG group

Tools / methodology used:

- » Initial survey of stakeholders – "What's in it for me?"
- » Stakeholder analysis table
- » Who is affected / who can influence it?
- » Ask participants to think from the successful endpoint backward

ULG meeting 5: June 30, 2021

- » Elaboration of the Draft IAP: the process

Topics discussed:

- » The process of producing the IAP

ULG meeting 6: October 13, 2021

Topics discussed:

- » Elaboration of the Draft IAP: Challenges and problems related to employment

Tools / methodology:

- » Problem Tree

ULG meeting 7: November 4, 2021

Topics discussed:

- » Elaboration of the Draft IAP: Designing a joint vision

Tools / methodology:

- » News of Tomorrow

ULG meeting 8: December 15, 2021

Topics discussed:

- » Elaboration of the Draft IAP: Defining interventions (actions)

Tools / methodology:

- » Impact Navigator



ULG meeting 9: March 16, 2022

Topics discussed:

- » Elaboration of the Final IAP: deep-diving in the actions planned, discussion on how the action tables should be defined by the ULG members

Tools / methodology:

- » Action Tables

ULG meeting 9: April 14, 2022

Topics discussed:

- » Elaboration of the Final IAP: presentation of the first drafts of the action sheets prepared by the ULG members

Tools / methodology:

- » Action Tables

ULG meeting 10: May 3, 2022

Topics discussed:

- » Elaboration of the Final IAP: presentation of the final versions of the action sheets prepared by the ULG members
- » Scheduling
- » Resources
- » Risks

Tools / methodology:

- » Action Tables



2. ACTION PLAN

2.1. Objectives

2.1.1. Key objectives

The key objective of the Integrated Action Plan is to alleviate the shortage of skilled workers in Kecskemét by reducing structural unemployment. The leading causes of structural labour shortages are the disadvantaged labour market situation of young people and older people.

Workers aged over 50 are in a disadvantaged and vulnerable position in the labour market. Employers are reluctant to hire older workers. This is partly because the knowledge of workers above 50 is old and outdated; their skills (e.g. digital and language skills) are weaker than the youth. At the same time, older workers' experience is less valued by the employers.

A significant proportion of young workers also face difficulties at the start of their careers. Employers are reluctant to hire beginners because they lack practical experience. Moreover, young people often lack the social and communication skills that would facilitate a career start.

This objective is in line with the priority of Kecskemét's programme on ageing. According to that, the city is looking for new, innovative tools and solutions to keep older people in the workplace and labour market. This is the only way to address the negative impact of an ageing society. A key element of this is the development of ageing programmes in the workplaces to utilise older people's experience and support passing on their life experiences and expertise.

Therefore the city will tackle this issue by adopting a series of complex measures covering many areas. The ULG has identified so far many possible actions, such as:

Launching an age-friendly jobs programme will enable older generation members to find positions in which they can remain active for years to come.

A personalised mentoring process for the younger generation could be launched to transfer the professional and human values accumulated by the older generation. Young people starting their careers can acquire valuable knowledge helping them locally on the labour market and still enjoying their family background's security.

2.1.2. Specific objectives and result indicators

Specific objectives of the IAP are:

- » Increase the activity rate of the elderly
- » Increase the activity rate of the youth

- » Increase the number of multi-generational workplaces

There are currently no activity rates available for different age groups at the municipal (or district) level. Therefore, the following indicators cannot be provided. To have these available and to enable the Integrated Action Plan to formulate actions targeted at the groups and to measure their impact, it is necessary to carry out relevant surveys. These data can be produced by involving the Department of Employment, Labour and Labour Protection of the Bács-Kiskun County Government Office, which publishes monthly county-level labour market situation reports. Based on this report's data², the ratio of registered jobseekers to the economically active population was 4.5% in Bács-Kiskun County in May 2022, while the rate to the working age population was 3.5%. At the national level, the activity rate in Bács-Kiskun county (65.7%) is in line with the national average (65.6%) based on 2021 data³. It is higher than the average for the eastern (63.5%) and western (64.7%) parts of the country but lower than the average for Central Hungary (69.3%) and Budapest (70.2%). The indicators may be calculated through a labour force survey or may be available due to the census due shortly. Once the indicators have been calculated, the impact of the planned actions on the indicators below can be determined.

Activity rate of the elderly

Specific objective	Increase the activity rate of the elderly
Definition	Activity rate: the share of the economically active (employed and unemployed) in the population.
Baseline value (year)	TBD
Target value (year)	TBD
Source of information	Labour force survey or census

Activity rate of the youth

Specific objective	Increase the activity rate of the youth
Definition	Activity rate: the share of the economically active (employed and unemployed) in the population.
Baseline value (year)	TBD
Target value (year)	TBD
Source of information	Labour force survey or census

The number of multi-generational workplaces

Specific objective	Increase the number of multi-generational workplaces
Definition	The definition of multigenerational (age-friendly) jobs can be defined in the context of an action aimed at the development of such jobs.

² Source: http://bacs-kiskun.munka.hu/resource.aspx?ResourceID=bacs_bkmtaj202205

³ Source: https://www.ksh.hu/stadat_files/mun/hu/mun0086.html

Baseline value (year)	0
Target value (year)	30 (2025)
Source of information	Final report of the project on multigenerational (age-friendly) jobs.

2.2. Actions and activities

2.2.1. Intergenerational mentoring programme

Action owner	CédrusNet
Short description	<p>The Intergenerational Mentoring Programme aims to help 10th or 11th-grade secondary school students and students in higher education develop soft skills needed to integrate into the workplace culture, help them succeed in employment, and reduce early drop-outs.</p> <p>Through the mentoring programme, mentors and mentees will be paired. Senior professionals will introduce and familiarise the youth in vocational education with career development opportunities, planning their career paths. Mentors will assess and develop mentees' soft skills currently expected in the labour market. In addition to the mentoring sessions, training sessions help prepare students for the labour market. Training sessions will be organised on various topics, such as communication, job interview preparation and simulation and resume writing. Meetings and company visits are also part of the programme.</p>
Stakeholders	<p>Twenty-two secondary schools in Kecskemét - recruitment of mentees.</p> <p>John von Neumann University - recruitment of mentees.</p> <p>Bács-Kiskun County Chamber of Commerce and Industry - organisation of company visits, recruitment of mentors.</p> <p>CédrusNet Kecskemét - recruitment of mentors, management and professional support of the programme.</p> <p>Fifteen - twenty large manufacturing and utility companies in Kecskemét (the leading employers in the city) - company visits</p>
Links to strategy	<p>The program is related to the following territorial policies:</p> <ul style="list-style-type: none"> – The UN has declared the decade 2020-2030 the Decade of Healthy Ageing. The mentoring programme provides an opportunity for senior professionals to experience a sense of well-being, thus contributing to mental health. – Concept for Ageing and Elderly Affairs of the City of Kecskemét County Council 2019-2024. "Interventions are needed that contribute to improving the city and its region's employment indicators, alleviating the ageing society's problems on the social and health systems, and strengthening intergenerational relations and social well-being". – The Action Plan of the Local Equal Opportunities Programme (2018) identified ten interventions to be implemented in the period 2018-2023, one of which is the implementation of the Senior Knowledge Capitalisation Programme. – Social Inclusion Strategy and Action Plan of Kecskemét (2018). The strategy addresses social problems while preserving positive economic outcomes and prospects. It aims to reduce the number of people for whom social inclusion is problematic, even in a favourable economic environment. Six areas have been

	<p>identified for intervention: employment, education, health, housing, more active participation in public services, social coexistence and solidarity. Reducing the number of job vacancies is also one of the expected results.</p> <ul style="list-style-type: none"> – The Youth Concept of Kecskemét for 2019-2024. The concept aims to prevent student drop-outs and counteract their career start in a disadvantaged position. Career guidance services lack self-awareness sessions, workshops and apprenticeship programmes. The youth's skills in advocacy and negotiation techniques need strengthening. Assistance to career planning needs to be supported through individual and group counselling. The concept aims to bolster the support offered to companies employing young professionals and promote traineeship opportunities.
Finance and resources	<p>The estimated cost of the action is HUF 8-10 million. That covers the following costs:</p> <ul style="list-style-type: none"> – Training costs for mentors and mentees (preparation of training materials, trainers' fees, graphic and printing costs for the production of training materials) – Wages of mentors and other professionals involved (HR, training specialists, etc.) – Venue rental – Project management costs – Marketing communication costs (design, implementation, advertising) – Other (office supplies, catering, etc.)
Action readiness	<p>The intergenerational mentoring programme was tested as a pilot (small scale) action from November 2021 to February 2022.</p>
Related indicators	<ul style="list-style-type: none"> – Planned number of mentees in the programme: 2x30 persons/year – Planned number of mentors participating in the programme: 35 persons/year – Number of training courses carried out: 3 pcs/mentee – Number of mentor-mentee meetings: 20 per pair
Risks	<ul style="list-style-type: none"> – Inadequate mentoring. – Lack of interest and motivation of mentors to be involved. – Lack of interest and motivation of mentees, leaving the programme early. – Difficulty adjusting the programme to the rigid schedules of secondary school students. – Rejection by companies.

Preparation of the mentoring programme

Description of activity	Preparation of the mentoring programme, preparation of a professional plan, including the definition of objectives and tools, the scope of participants, the topics and the schedule of the mentoring programme.
Dates	Month 1
Outputs	Completed professional plan
Related activities	Identification and involvement of HR professionals, trainers, labour market experts, education and marketing experts.
Problems/Concerns	Inadequate professionals recruited

Planning and preparing marketing communications

Description of activity	Planning and preparation of marketing communication, including the definition of communication schedules, target groups, marketing communication channels, messages and the production of the necessary communication materials.
Dates	Months 2-3
Outputs	Completed marketing communication plan and communication materials.
Related activities	Preparation of the mentoring programme
Problems/Concerns	Marketing communication can get off the right track at several points (targeting, defining objectives, messages, etc.), which can affect the effectiveness of the whole programme.

Development of training materials

Description of activity	Development of training materials for mentors and mentees, which form the basis of the training. Printing of necessary training materials.
Dates	Months 2-4
Outputs	Completed training materials
Related activities	Preparation of the mentoring programme
Problems/Concerns	Meeting deadlines, possible delays, delays in printing.

Recruitment of mentors

Description of activity	The recruitment process and screening criteria for mentors must be defined. In addition to public advertisements, targeted enquiries can increase the pool of mentors. Candidates will be assessed and placed in the programme.
Dates	Month 4
Outputs	Contracts with 35 mentors
Related activities	Preparation of the mentoring programme, planning and preparing marketing communications
Problems/Concerns	If the recruitment plan and process are not properly set up, less suitable candidates for mentoring may be included in the programme and jeopardise the results.

Recruitment of students

Description of activity	Applicants from secondary schools and universities are assessed for admission to the mentoring programme.
Dates	Months 4 and 9
Outputs	Cooperation declaration with 2x30 students
Related activities	Planning and preparing marketing communications
Problems/Concerns	Inadequate marketing and communication activities will not target students effectively, the number of applicants will be low.

Running the mentoring programme

Description of activity	Mentoring and group training sessions, company visits, knowledge and experience sharing sessions for mentors and mentees.
Dates	Months 5-9 and 10-14
Outputs	Number of meetings
Related activities	Recruitment of mentors
Problems/Concerns	Maintaining students' interest and motivation. Taking into account university exam periods.

Closing and evaluation of the mentoring programme

Description of activity	Assessment of the experience of mentors and mentees participating in the programme by means of questionnaires and personal interviews. After summarising the data with the participating professionals, lessons learnt will conclude in possible changes of the mentoring programme. Closing event for participants, awarding of certificates.
Dates	Months 10 and 15
Outputs	Evaluation documentation
Related activities	Running the mentoring programme
Problems/Concerns	Motivating participants to provide data.

2.2.2. The digitalisation of companies and workplaces

Action owner	Bács-Kiskun County Chamber of Commerce and Industry
Short description	<p>Hungarian SMEs are still limited in using modern ICT technologies and solutions, which are essential for competitiveness and revenue generation. SME managers, decision-makers and owners lack information about the potential uses of ICT in their enterprises. The latest European and national research shows that we lag behind the European leaders and the European average in 3 out of 5 key indicators. At the same time, both the Digital Economy and Society Index (DESI) and Innovation Union indices place the country in the group of lagging innovators and late adopters of ICT.</p> <p>The web presence of businesses using digital decision support systems is also significantly (5-10%) behind the EU average. Hungary is consistently ranked in the bottom 5-7 places in ICT rankings. Limited knowledge of the usability of ICT tools and low ICT investment results in low levels of business process integration and limited use of the potential of ICT, and under-utilisation of eGovernment services.</p> <p>The action aims to increase competitiveness, enhance the innovative mindset and update the knowledge of SMEs, by improving the integration of enterprises into the e-economy. It does so by stimulating the sector-specific skills of using ICT tools and applications, presenting their benefits and stimulating demand.</p> <p>Outputs of the action:</p> <ul style="list-style-type: none"> – Events: 9 (3 per year) - 25 participants per event – Workshops: 9 (3 per year) - 10 participants per event – One-to-one advice: 150

	<ul style="list-style-type: none"> – Creation of a knowledge base - creation of ITINERs – Cooperation agreement with NJE – PODCAST - 2 per month – Total number of SMEs involved in the project: 250
Stakeholders	John von Neumann University
Links to strategy	<p>The action is in line with the following strategies and policies:</p> <ul style="list-style-type: none"> – National Infocommunication Strategy (NIS) – Strategy for the development of SMEs – European Digital Agenda – Strategic Policy Forum on Digital Entrepreneurship – Economic Development and Innovation Operational Programme – ERDF - European Regional Development Fund <p>Since 2015, the Modern Entrepreneurship Programme (MVP) has been helping the SME sector to discover digital opportunities. By April 2022, 24,000 businesses had joined this national programme, and 16,000 businesses had benefited from ICT consultancy. The MVP is integrally linked to the project.</p>
Finance and resources	<p>Staff costs</p> <ul style="list-style-type: none"> – Experts: gross HUF 3*6 million/year/person – Project management, administration: HUF 2 million/year – Room rental: gross HUF 150 thousand/event – IT equipment: HUF 3 million
Action readiness	<p>Actions under the Modern Enterprises Programme:</p> <ul style="list-style-type: none"> – ICT consultancy: includes a free of charge IT assessment and the preparation of a personalised digital development concept. The full methodology of the consultancy activity has been developed with the assistance of recognised industry organisations and experts. – There are 1,300 audited enterprises out of 2,050 SMEs connected to the project.
Risks	<ul style="list-style-type: none"> – Lack of human resources at the companies – Changes in the project organisation, fluctuation of experts involved in the implementation – Lack of interest in the target group, unsupportive or potentially hostile public attitudes – The complexity of the project, technical problems – Liquidity issues and lack of financial sustainability.

Setting up a multilevel advisory group

Description of activity	Setting up a multilevel advisory group, 3 experts (chief HR expert, financial expert, ICT expert)
Dates	Months 1-3
Outputs	The experts provide face-to-face consultation to companies, deliver presentations, workshops

Related activities	<ul style="list-style-type: none"> – Organisation of events, workshops – Individual consultancy – Creation of a knowledge base – Organisation of podcasts
Problems/Concerns	<ul style="list-style-type: none"> – Funding difficulties, lack of resources

Organisation of events

Description of activity	Organisation of events
Dates	Months 1-36
Outputs	<p>3 thematic events per year, preferably in hybrid format, ensuring online and face-to-face presence. Expected number of participants: 25 per event. The events will include networking opportunities.</p> <p>3 workshops per year, according to the needs of the businesses involved in the project. Expected number of participants 10 per event</p>
Related activities	Setting up a multilevel advisory group
Problems/Concerns	<ul style="list-style-type: none"> – The difficulty of activation due to passivity of entrepreneurs, lack of time, lack of human resources, lack of interest – Lack of resources to organise events – Maintenance difficulties, threats, lack of updating

Individual counselling

Description of activity	Individual counselling
Dates	Months 4-36
Outputs	150 individual counselling sessions carried out
Related activities	Setting up a multilevel advisory group
Problems/Concerns	<ul style="list-style-type: none"> – The difficulty of activation due to passivity of entrepreneurs, lack of time, lack of human resources, lack of interest – Lack of resources to organise events

Creation of a knowledge base

Description of activity	<p>Creation of a knowledge base - Creation of itineraries</p> <p>Systematic collection of problems, issues and solutions, and information generated by the project that enterprises can access and use as a guide.</p>
Dates	Months 4-36
Outputs	1 online knowledge base
Related activities	<ul style="list-style-type: none"> – Setting up of a multilevel advisory group – Organisation of events – Individual counselling
Problems/Concerns	<ul style="list-style-type: none"> – Lack of resources to finance the knowledge base

- Maintenance difficulties, lack of updating the knowledge base

Broadcasting podcasts

Description of activity	Broadcasting podcasts
Dates	Months 4-36
Outputs	2 podcasts broadcasted monthly, led by experts on topics linked to events, workshops or requests by businesses
Related activities	Setting up of a multilevel advisory group
Problems/Concerns	<ul style="list-style-type: none"> – Lack of financial resources – Lack of interest from businesses – Lack of adequate IT support

Cooperation agreement with John von Neumann University

Description of activity	Cooperation agreement with John von Neumann University
Dates	Month 36
Outputs	1 cooperation agreement
Related activities	See previous activities
Problems/Concerns	Lack of cooperation

2.2.3. Upscaling of dual education

Action owner	John von Neumann University
Short description	The aim of the action promoting dual education to today's digital generation, secondary school students and their parents, as well as to secondary school teachers. That will result in more Hungarian secondary school students applying for the University's dual education programme.
Stakeholders	
Links to strategy	<p>NJE Institutional Development Plan 2021-2024</p> <ul style="list-style-type: none"> – The Dual Training Centre (DKK) as a pillar of the practice-oriented University: the Centre is the University's functional unit responsible for the operation, supervision and development of higher education dual training. The objectives of the Centre for Dual Training concerning the University's higher education dual training activities are: <ul style="list-style-type: none"> – Coordination and development of dual training activities. – To coordinate and coordinate the promotion of dual training. – To promote the development and promotion of dual training, to promote and support the development of dual training and to maintain contacts with national and international dual partners. – Development of dual training methodology (research on dual training in order to improve training). – Quality assurance and monitoring of the training of dual partners.

	<ul style="list-style-type: none"> – Support for students in dual training <p>Contribution to the European Union objectives during the development cycle</p> <p>The institutional development objectives of John von Neumann University for 2021-2024 are in line with the strategic objectives of the European Union for the economic development, employment and growth. The priorities for institutional development for the period 2016-2020 have been formulated along the lines of the Europe 2020 objectives, in order to ensure adequate access to funds and the targeted and efficient use of resources, and their effective implementation will provide the institution with a sound basis for moving forward in the period ahead. As an institution of higher education, NJE aims to develop the economy, contribute to economic growth, sustainability, digitalisation and digital skills, strengthen competitiveness, smart specialisation based on innovation, and find successful responses to the socio-economic challenges related to natural resources, environmental sustainability and an ageing society.</p>
Finance and resources	
Action readiness	<p>NJE is currently running a dual training programme. The Dual Training Centre (DKK) is the university's organisational unit operational from January 2021 and responsible for the operation, supervision and development of higher education dual training. The launch of DKK was preceded by 3.5 years of development within the framework of the EFOP project 3.5.1-16-2017-00008 "Development of dual training at NJE in the environment of Kecskemét and its region's automotive centre".</p> <p>Neumann János University currently promotes dual training through traditional advertising.</p>
Risks	Low number of students interested in dual education.

2.2.4. Multigenerational (age-friendly) workplaces

Action owner	CédrusNet
Short description	<p>The aim of the programme promoting and encouraging multi-generational jobs is to prepare Kecskemét employers for the ageing of society and the employment of ageing workers by making their recruitment processes and corporate culture age-friendly.</p> <p>The programme aims to change attitudes and attitudes towards older workers (their usefulness, their values). This will be achieved through an intensive communication campaign, awareness-raising training for employers, workshops with HR professionals and ageing workers to highlight problems and propose solutions, creating an age-friendly workplace award, and organising competitions to showcase good practice.</p>
Stakeholders	<p>Bács-Kiskun County Chamber of Commerce and Industry - reaching out to companies, promoting activities</p> <p>CédrusNet Kecskemét Programme - managing professional work</p> <p>Medium and large enterprises in Kecskemét - participation in 20-30 workshops</p>
Links to strategy	<p>The programme to promote multi-generational jobs is linked to the strategic objectives listed below:</p> <ul style="list-style-type: none"> – The UN has declared the decade to 2030 as the Decade of Healthy Ageing. The mentoring programme will provide senior professionals with an opportunity to experience a sense of well-being, thus contributing to the maintenance of mental health.

	<ul style="list-style-type: none"> – "Interventions are needed that contribute to improving the employment indicators of the city and its region, to alleviating the problems of the ageing society on the social and health systems, and to strengthening intergenerational relations and social well-being", emphasises the Concept for Ageing and Elderly Affairs of the City of Kecskemét County Council 2019-2024. – The Action Plan of the Local Equal Opportunities Programme was adopted in 2018 and identified ten interventions to be implemented in the period 2018-2023, one of which is the implementation of the Senior Knowledge Utilisation Programme. – Kecskemét has a Social Inclusion Strategy and Action Plan adopted in 2018. The aim of the strategy is to address social problems while preserving positive economic outcomes and prospects, and reduce the number of people for whom social inclusion is difficult even in a favourable economic environment. Six areas have been identified for intervention: employment, education, health, housing, more active participation in public services, social coexistence and solidarity. Reducing the number of job vacancies is also one of the expectations.
Finance and resources	<p>Budget: 25 million HUF/year</p> <p>Costs:</p> <ul style="list-style-type: none"> – Trainers' fees – Preparation and printing of training materials – Cost of marketing communication specialists and interfaces – Web design, hosting, domain – Space rental – Event organisation and accessories – Catering – Prizes for competitions, gifts
Action readiness	Meetings similar to the planned workshop called HR Mini Lab were organised with HR managers from local companies.
Indicators	<ul style="list-style-type: none"> – 60 training participants – 9 meetings/year – 5 award winners/year – 3 award-winning companies/year
Risks	Lack of interest from the companies

Training for companies

Description of activity	Sensitising and good practice training sessions for HR professionals and company managers on recruitment, retention and employment of ageing workers, sharing international best practices. Two training days, four training sessions per year
Dates	Months 1-6
Outputs	15 participants/training, 4 trainings/year, total 60 participants/year
Related activities	Involvement of trainers, collection of good practices
Problems/Concerns	HR professionals' workload, other priorities within the company, lack of interest

Workshops

Description of activity	Monthly workshops to present challenges and problems related to older workers' employment and identify possible solutions, with the participation of 10-15 HR professionals and company managers and an older worker representing the target group. One session per month (except summer months).
Dates	Months 1-6
Outputs	9 meetings/year
Related activities	Contacting companies, and workers, conducting meetings
Problems/Concerns	Lack of openness, rejection by companies. Decreasing interest from participants.

Sensitisation communication campaign

Description of activity	The sensitisation communication campaign aims at raising awareness of the values and benefits of ageing among members of society and employers. Elements of the campaign: delivery of sensitising messages through different channels call for stories of good practice.
Dates	Months 1-12
Outputs	One complex communication campaign
Related activities	Identification of target groups, drafting of messages, selection of marketing channels, preparation of creative materials, running of advertising campaigns, drafting of terms and conditions and texts for the competition, definition of prizes, creation of online interfaces (website, social media pages)
Problems/Concerns	If the communication campaign is ineffective, messages get lost in the media noise.

Age-friendly workplace award

Description of activity	Establishment and awarding of the Age-Friendly Workplace Award among companies in Kecskemét that meet the criteria.
Dates	Months 6-12
Outputs	Three awarded companies/year (small, medium and large companies)
Related activities	Development of the call, design of the physical form of the award, organisation of the award event, preparation of information material, creation of a website, marketing communication.
Problems/Concerns	If the call for proposals reaches only a few companies, the campaign will not have the desired impact.

2.2.5. Career counselling

Action owner	TBD
Short description	The aim of the action is providing differentiated and complex career development services for different target groups, based on labour market research and surveys A baseline document will be prepared to identify the target group and the problems at the local level. The study will explore the needs and competencies of both the employers

	<p>and the actors to be involved. The study will also identify challenges related to career development and design possible solutions and measures.</p> <p>Based on preliminary studies and documents, AIPA will identify and recruit different target groups in a differentiated way to involve them in the project.</p> <p>Individual development plans will be prepared to assess and identify personal competencies. Based on these, personal mentoring activities will support placement and career development. During the personal mentoring and counselling sessions, different professionals will work with the target group members, who may also participate in training, development and coaching.</p> <p>Aim: To equip workers with competitive skills appropriate to their abilities, which they can use in the primary labour market.</p> <p>Sub-objectives:</p> <ul style="list-style-type: none"> – Reintegration of disadvantaged groups into the labour market – Promoting work-life balance – Competitive knowledge transfer – Promoting and strengthening atypical forms of employment in different sectors – Promoting entrepreneurship
Stakeholders	Cédrusnet Kecskemét, Government Office, educational institutions, other (civil) organisations and market players
Links to strategy	<ul style="list-style-type: none"> – Integrated Urban Development Strategy – Operational Programme for Spatial and Urban Development Plus – Human Resources Development Operational Programme Plus – Hungary's Recovery and Resilience Plan Component B: Highly Skilled and Competitive Workforce (Policy Area: Education; Research and Development; Innovation) – Hungary's Partnership Agreement on the use of cohesion funds for the period 2021-2027; (Policy objective: PO4 More Social and Inclusive Europe)
Finance and resources	<p>Estimated cost of the planned action (project): HUF 180 million per 3 years.</p> <p>Project preparation:</p> <ul style="list-style-type: none"> – Project development, elaboration. Assessment of funding opportunities, and preparation of an application. – Preparation and updating of surveys, research, studies. <p>Project implementation:</p> <ul style="list-style-type: none"> – Target group recruitment, counselling, mentoring processes, communication. <p>Human and other resources:</p> <ul style="list-style-type: none"> – Employment of consultants, experts, mentors. Hiring a project manager, a professional (financial depending on the size of the project) manager. Related overheads and other material costs.
Action readiness	Benchmark for completed projects on similar subjects, evaluation of results
Related indicators	<ul style="list-style-type: none"> – Cooperation agreements - target group members involved in the project (signed cooperation agreements) – Number of mentors - data measured at the time of entry into the project (Individual Development Plans) – Number of mentors - exit data at project closure (Individual Development Plans)

	<ul style="list-style-type: none"> – Number of career counselling services provided (Counselling sheet / Development logs / Individual development plans / Other documents) – Number of people in the primary labour market or changing jobs (Employment contract / Government Office or registration / EVNY certificate)
Risks	<ul style="list-style-type: none"> – Lack of adequate financial support, delay in funding opportunities – Difficulties in target group recruitment (lack of interest, lack of motivation, communication difficulties) – Attrition – Change in the legislative environment, the possible introduction of restrictions

Project preparation

Description of activity	<p>1.1. Search for funding opportunities, search for sources (applications, grants)</p> <p>1.2. The aim of the activity is to 1) evaluate local labour market processes, identify target groups, and assess employer attitudes and needs; 2) identify opportunities for cooperation and links with other local actors and programmes; 3) carry out a market research to identify local consultants, professionals, and potential professional implementers.</p> <p>1.3 Applications for funding, submission of proposals, decision</p>
Dates	Months 1-6
Outputs	Technical documents (surveys, research results)
Related activities	<p>Government Office, University, Pact Office, Kecskemét 4.0 Programme, other EU funded projects.</p> <p>Prerequisites: adequate infrastructure and human resources, funding opportunities (tenders)</p>
Problems/Concerns	Rapidly changing labour market situation due to external, unforeseeable influences. Lack of financial resources.

Project implementation

Description of activity	<p>2.1 Carrying out the project activities: AIPA will identify and recruit different target groups in a differentiated way to involve them in the project. Individual development plans will be prepared to assess and identify personal competencies. Based on these, personal mentoring activities will support placement and career development. During the personal mentoring and counselling sessions, different professionals will work with the target group members, who may also participate in training, development and coaching.</p> <p>2.2 Communication tasks: ongoing communication tasks during project implementation.</p> <p>2.3 Mentoring tasks, preparation of individual development plans, personal counselling, training, development, coaching.</p>
Dates	Months 7-33
Outputs	See above
Related activities	TBD
Problems/Concerns	Force majeure events, drop-outs, lack of interest



Project completion, evaluation, closure

Description of activity	Project completion, evaluation, closure. Accounting, closure, dissemination.
Dates	Month 34 - 36
Outputs	Final report
Related activities	
Problems/Concerns	Meeting deadlines, timely management of possible modifications, changes

2.3. Output indicators

Number of mentees involved in intergenerational mentoring

Indicator	Number of mentees involved in intergenerational mentoring
Definition	Number of mentees involved in intergenerational mentoring
Baseline value (year)	0 (2022)
Target value (year)	180 (2026)
Source of information	Final report of the project

Number of digitised companies

Indicator	Total number of SMEs involved in the digitalisation of companies and workplaces project
Definition	Total number of SMEs involved in the digitalisation of companies and workplaces project
Baseline value (year)	0 (2022)
Target value (year)	250 (2026)
Source of information	Final report of the project

Number of students involved in the upscaling of dual education

Indicator	Number of students involved in the upscaling of dual education
Definition	Number of students involved in the upscaling of dual education
Baseline value (year)	0 (2022)
Target value (year)	200 (2026)
Source of information	Final report of the project

Number of multigenerational (age-friendly) workplaces

Indicator	Number of multigenerational (age-friendly) workplaces
Definition	Number of multigenerational (age-friendly) workplaces



Baseline value (year)	0 (2022)
Target value (year)	30 (2026)
Source of information	Final report of the project

Number of persons involved in career counselling

Indicator	Number of persons involved in career counselling
Definition	Number of persons involved in career counselling
Baseline value (year)	0 (2022)
Target value (year)	300 (2026)
Source of information	Final report of the project

2.4. Schedule

The timetable for each action is presented in the tables above.

The timing of the action plan depends on the availability of resources. The implementation of each action will be mainly financed by grants. The operational programmes providing EU and national funding have not yet been adopted, so the opening and availability of tenders are uncertain. Nevertheless, the preparation of individual actions can be started using the responsible organisations' own available resources. The timetable for each action is presented in the tables above.

2.5. Framework for delivery

The ULG will continue its activities in the form of regular (at least quarterly) meetings organised by the Municipality of Kecskemét to implement the Integrated Action Plan. This way, the ULG will provide the organisational framework for coordinating actions. Concerned partners will conclude separate cooperation agreements on further development and implementation of each action. This organisational framework fits into the existing culture of cooperation in the city.

Partners responsible for carrying out each action have been identified in each action table.

2.6. Resources

The human resources needed to implement the IAP are available in the city and the ULG members involved. Besides the Municipality of Kecskemét, Bács-Kiskun County Chamber of Commerce and Industry, John von Neumann University, the agency for the city's economic development (AIPA), and CédrusNet Foundation are vital players in the field. They can provide the necessary human resources and the coordination of the IAP. However, they will



involve further experts operating in the city, Budapest or other cities. Moreover, these actors have some (although limited) own funds that they can use to prepare or eventually even finance directly such actions.

The actions of the IAP will be financed primarily through various ERDF and ESF sources available in the national operational programmes and some interregional cooperation programmes. Unfortunately, these OPs have not been accepted yet; only draft versions as of September 2021 are available.

Human Resources Development OP Plus

The priorities of the Human Resources Development Operational Programme Plus (EFOP Plus) include several interventions aimed at social inclusion. The OP will support labour market opportunities and employment of working-age people living in socially and economically disadvantaged areas through the launch of model programmes. It will also support complex human and infrastructure development (including training, employment and production) based on actual market needs. Another priority of EFOP Plus is strengthening active inclusion by increasing employability and providing learning opportunities for the low-skilled.

Economic Development And Innovation OP Plus

Economic Development And Innovation Operational Programme Plus priorities include sustainable labour markets, higher education and vocational training, and youth access to employment. A sustainable labour market aims to improve access to employment for all unemployed people, particularly the young and long-term unemployed and inactive persons. It also promotes the adaptability of workers and entrepreneurs and active and healthy ageing.

The Digital Renewal OP Plus

The Digital Renewal Operational Programme Plus (DIMOP Plus) aims to coordinate sectoral policy investments and innovative technologies coherently to contribute to digitisation investments. Thus, it supports comprehensive solutions that help the digital transformation process while achieving a sectoral objective.

Regional and Urban Development OP Plus

The Regional and Urban Development Operational Programme (TOP Plus) has a thematic approach and is implemented through integrated territorial programmes. It supports local government development, with the development themes of economic recovery, job creation and expansion, and ensuring regional and local conditions for population retention, such as local economic development and employment. The programme aims to improve the development of regions and counties. In this context, regional and local development will stimulate the economy and safeguard and create jobs.

Enterprise Development Fund and Urban Development Fund

Beside the OPs presented above, Kecskemét has further options to finance these activities. The city has set up two funds with a total value of €66 million to support the local development with sources provided by the government. These funds represent an outstanding opportunity for Kecskemét,



and its investments must contribute to a more productive economy and city. The funds are operated by the Municipal Fund Management Company, owned by the Municipality of Kecskemét.

The Kecskemét Enterprise Development Fund (€26 million) aims to stimulate economic development and labour mobility, strengthen the economic environment, improve the competitiveness of local SMEs, and develop the automotive industry. It also aims to expand production by increasing turnover and retaining staff, increasing average wages and efficiency, and pursuing innovative activities.

The primary objective of the €40 million Kecskemét Urban Development Fund is to promote Kecskemét's economic growth and improve the living conditions of its residents through a sustainable urban development financing model. Such projects could include various projects, such as constructing rental housing, investing in the smart city concept, renovating dilapidated municipal properties, or modernising housing.

The funds aim to be a financial partner for local companies offering funds tailored to individual needs and stabilising the economic development of Kecskemét in the long term. These funds can be involved in funding the actions of the IAP.

European Programmes

Kecskemét can finance some planned actions from other sources as well. The city may participate in the Erasmus Plus programme, but some of these actions may also be implemented under other European Territorial Cooperation Programmes. Such sources could be in particular, the Danube Region Programme, the Central Europe Programme, the Interreg Europe Programme or the cross-border Hungary-Serbia CBC-IPA Programme.

2.7. Risk analysis

Financial risks

Lack of adequate financial support, delay in funding opportunities

Risk	A lack of adequate financial support or delays in funding opportunities can hinder the implementation of actions. A further risk is that the availability of certain sources of funding may be subject to conditions that alter or make impossible carrying out the planned actions without significant modifications.
Likelihood	Medium
Severity	High
Risk mitigation	Elaboration of a detailed financing plan together with a financing map that takes into account development aspects. In addition to the usual sources of funding based on tenders, the involvement of investors, Corporate Social Responsibility funds or community funding may be an option.

Lack of own resources

Risk	Lack of own resources can also hamper project preparation and implementation.
Likelihood	High
Severity	High
Risk mitigation	The involvement of individuals and organisations committed to the implementation of the actions will allow the preparation of projects. Where substantial resources are needed, CSR-based resources or Community funding can be involved in the preparation. Raising awareness on the necessity of intervention at the local level among decision-makers might also be needed, and actions can be planned in the budget of the Municipality.

Operational risks

Lack of interest and motivation

Risk	Lack of interest and motivation on the part of target groups and companies, hostile or negative public opinion
Likelihood	Low
Severity	High
Risk mitigation	Raising awareness of the benefits of actions increases interest in their implementation. This requires the involvement of the right communication specialists, the formulation of key messages tailored to each target group and the implementation of an effective communication campaign.

Lack of available expertise

Risk	The lack of appropriate expertise can make it difficult to implement the actions.
Likelihood	Medium
Severity	Medium
Risk mitigation	Effective communication activities involving the right communication professionals in the relevant professional circles will help to identify the right professionals locally or in the wider geographical area.

Legal risks

Changes in the legislative environment

Risk	Changes in the legislative and financial environment may jeopardise the actions.
Likelihood	High
Severity	High
Risk mitigation	Raising awareness of the benefits of actions will increase interest in their implementation and the commitment of decision-makers. This requires the involvement of the right communication specialists and the formulation of key messages tailored to each target group, as well as an effective communication campaign. Intense lobbying might also be needed.

Restrictions due to Covid-19

Risk	Restrictions due to Covid-19 or other pandemics may jeopardise or delay the implementation of actions.
Likelihood	Medium
Severity	Low
Risk mitigation	To reduce the risk, it is recommended to implement actions in a hybrid or online format. This could allow for reaching a wider target group and carrying out actions on a wider range than originally planned.