



INTEGRATED ACTION PLAN

FINAL DRAFT!

APN Network:	C4TALENT
City:	Nyíregyháza
Version:	7.0

URBACT



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the European Union
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1. INTRODUCTION AND CONTEXT

1.1. *Introduction to the document*

The work of the **C4TALENT** URBACT Action Planning Network (APN) **began in June 2023** under the coordination of Nyíregyháza as Lead Partner. The 10 European partner cities¹ are persistent in their fight against brain drain – among the many elements of talent attraction and retention, C4TALENT pays special attention to the development of the local entrepreneurial ecosystem. **The end result of the project is an Integrated Action Plan (IAP)** in each partner city that serves this purpose, its content **shaped by learning from each other and from the experts provided by URBACT as well as a joint assessment of local development needs with local stakeholders.**

This document is the IAP of Nyíregyháza: a plan about **what priorities the city and the involved stakeholders envision for the development of the local business environment in the coming years based on the current situation.** The ready-to-implement version of the IAP is **due by the end of 2025** – integrating the input mentioned above, the document itself is **designed and written by MEGAKOM Development Consultants Ltd** (as external experts of the city) **and the Nyíregyháza Industrial Park Nonprofit Ltd**, the local business development organization that will be responsible for its implementation.

1.2. *Background*

The network's central question is simple but critical:

How can smaller cities attract and retain talent by creating thriving local conditions for entrepreneurship, innovation, and quality of life?

The partner cities represent a diverse mix of local contexts – from Northern to Southern Europe, EU Member States and IPA countries –, but all share similar demographic and economic pressures linked to youth outmigration and limited local opportunities.

The partnership has explored **three closely interlinked policy areas**:

- **Entrepreneurial ecosystems** – how cities can create favourable conditions for starting and growing local businesses;
- **Talent attraction and retention** – how they can better understand and respond to the factors that influence people's decision to stay, return, or move;
- **Place branding for talent** – how cities can communicate their authentic identity and strengths to attract residents, investors, and professionals.

¹ Nyíregyháza (HU) as Lead Partner, Vilanova i la Geltrú (ES), Varberg (SE), Rzeszów (PL), Roeselare (BE), Pula (HR), Piraeus (EL), Centar Sarajevo (BA), Alytus (LT), Alghero (IT)

Rather than treating these topics in isolation, **C4TALENT connects them into one integrated approach**: a **vibrant startup environment** supports local talent to thrive; an attractive, **inclusive city** encourages people to stay; and a **strong, authentic place identity** provides a strong strategic framework for local development and communication efforts.

Between June 2023 and December 2025, C4TALENT supported its partner cities in developing their IAPs to tackle the core challenge at local level. Each plan is based on the **URBACT method – a structured, participatory process** that helps cities design concrete actions through learning, exchange, and collaboration.

URBACT is the European Territorial Cooperation Programme that **helps cities work together and develop integrated, sustainable solutions to urban challenges**. It is built on the understanding that cities are on the front line of Europe's most pressing issues – from climate change and demographic shifts to digital transformation – but also hold the key to many opportunities through their diversity, creativity, and innovation potential.

URBACT **promotes integrated development by supporting cities to connect policies across sectors and governance levels**. This means ensuring horizontal integration – tackling economic, social, and environmental dimensions together – and vertical integration, through collaboration between local, regional, national, and EU actors.

At the same time, URBACT **encourages cities to rethink traditional governance models and move towards more inclusive and participatory planning**. Its action-oriented co-creation approach builds ownership by involving stakeholders directly in defining problems, shaping solutions, and implementing change. Each partner city in C4TALENT has set up an URBACT Local Group (ULG) bringing together local government, businesses, education institutions, NGOs, and citizens to co-design their IAP.

Finally, **transnational exchange and peer learning** are central to the URBACT method. By sharing experiences and learning from other European cities, partners can adapt good practices to their own context and build stronger, more resilient local solutions.

Through this process, **URBACT helps cities move from ideas to action** — creating locally grounded strategies that are integrated, participatory, and ready for implementation.

1.3. Focus of the document

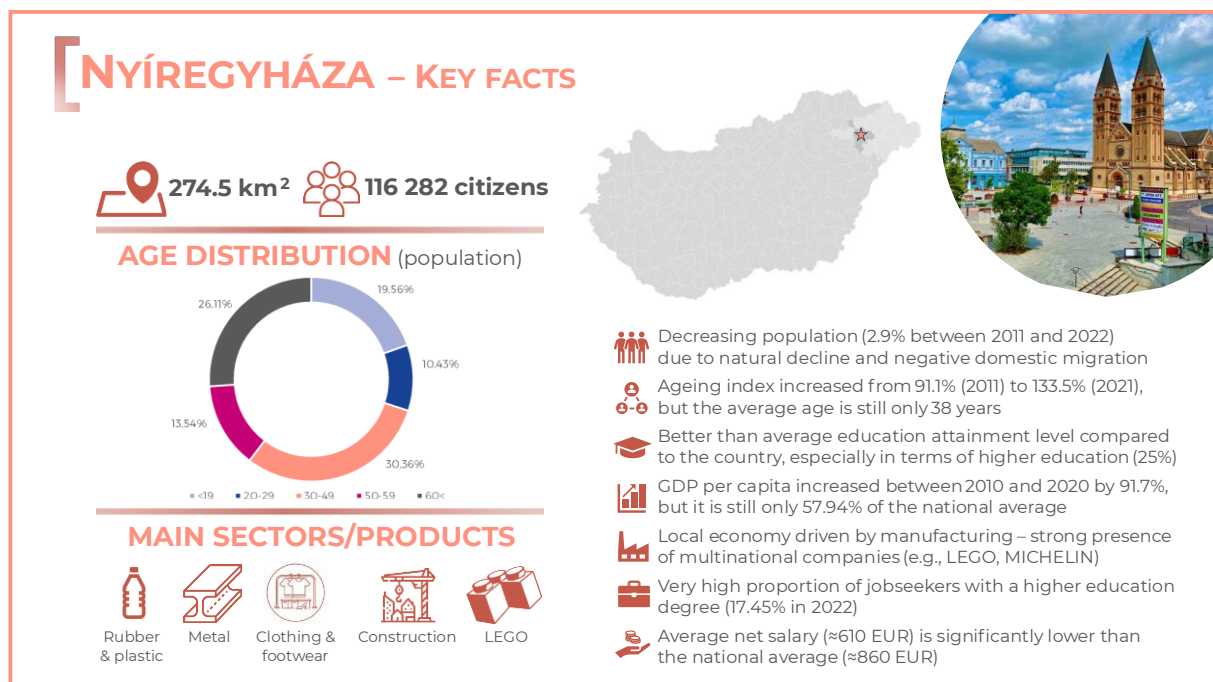
Nyíregyháza has achieved **outstanding results in investment promotion in the last 10 years** – the city is currently home to several foreign investments that are critical for both regional and national economic development: following the electromobility revolution, Nyíregyháza was chosen by the Korean *W-Scope*, the German *Boysen* and the Chinese *Sunwoda*, among others.

Local business development, the **support of SMEs** in particular, has **received less attention**, but not by design: the city's *Investment Promotion Strategy and Action Plan* did contain relevant elements (e.g., the organization of networking events), but the emergence of the COVID-19 epidemic halted many of these efforts.

As Nyíregyháza is in an increasing competition with several other Hungarian cities (e.g., Budapest and Debrecen) for people, attracting and retaining talent have become an important goal in the last few years. The city relies on a **talent-friendly city concept** (originally created within the framework of the *TalentMagnet* project) – an **integrated approach of urban development to create an environment which is highly attractive to current and future citizens** (see below). In this action plan, the focus is on **strengthening local SMEs** – and thus **providing more attractive jobs for young talents** – as well as **supporting new entrepreneurs**.



1.4. City context



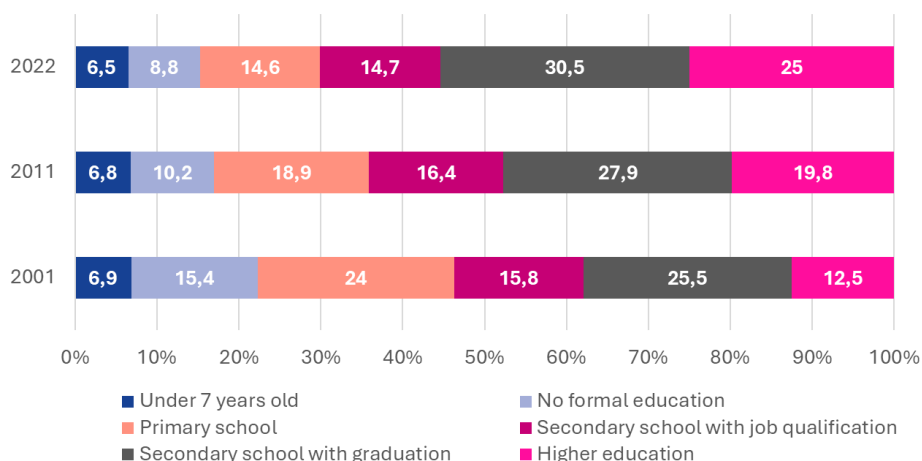
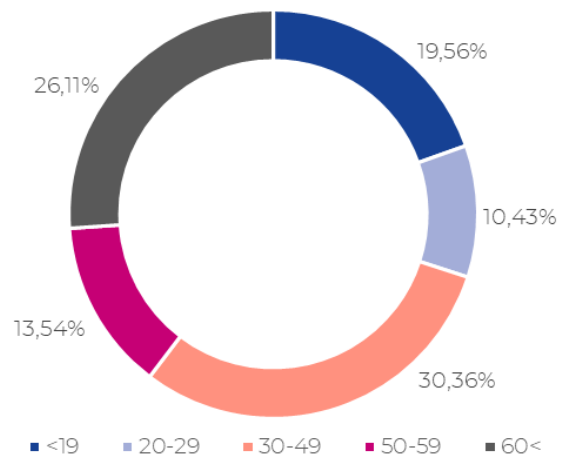
Nyíregyháza is the **county capital of Szabolcs-Szatmár-Bereg**, approx. 230 kilometres away from Budapest. It is the **7th largest city in Hungary** and the 2nd largest in the Northern Great Plain region (which includes the counties of Hajdú-Bihar and Jász-Nagykun-Szolnok). **The city is easy to reach – important road and rail corridors pass through it**, one of which is the Mediterranean TEN-T corridor both by road and railway. From Budapest it can be reached on the M3 highway and multiple national main roads. The M3 highway is an important connection towards Romania, too, and there are further international connections toward Ukraine and Slovakia as well. 12 other settlements – 5 cities and 7 villages – are adjacent to the city.

Nyíregyháza didn't need to develop around major differences in topography (i.e., hills and rivers) – it has a **radial-ring road network**, with the following structural areas:

- **City centre** inside the “Grand Ring Road” (there's a smaller ring road within this which encompasses the main square and its immediate, pedestrian-only surroundings),
- **Mixed-use areas** outside the Grand Ring Road – mainly housing, commercial establishments, etc.,
- **Industrial areas** on the city border in the southern, southeastern and southwestern sectors; and
- **Recreational areas** on the north (Sóstógyógyfürdő) and south (Császárszállás) of the city.

Based on the 2022 census data, the **resident population** of Nyíregyháza was **116,282**. Between 2011 and 2022, this number decreased by almost 3,500 people (2.9%), which was the result of both **natural decline** and **negative domestic migration**.

Although it's less affected than other cities of similar size in the country, the evolution of Nyíregyháza's age structure over time – similarly to the European and national data – is characterized by a **decrease in the proportion of the young working-age population** and an **increase in the proportion of the elderly**. This is particularly apparent when looking at the 30-39 (decreased by 4.93%) and 70-79 (increased by 3.17%) age groups. The ageing index was 133.5% in 2021 which is a significant increase from 91.1% in 2011. However, Nyíregyháza still remains a **relatively young city** – the **average age is 38 years** – and has a **diverse demographic mix** (see the figure above with data from 2022).



The education attainment level of the population is higher in the city than the national average – **the proportion of people with a higher education has improved significantly** in the last 20 years (see the figure above).

Between 2010 and 2020, the **GDP per capita has increased** by 91.7%. Despite the positive trend, this amount is **still only 57.94% of the national average** – the county has a **relatively low economic status**, its performance shown by the fact that it is 19th in the ranking of counties and Budapest (with only one other county following it on the list). However, were a **city level** data available, **Nyíregyháza's contribution to the national GDP** would be **more significant**, occupying a comparatively higher place on a ranking between cities.

The city has **111 businesses per 1000 inhabitants**, which exceeds both the county (64) and the national (88) average, as well as the numbers of

Debrecen (104) and Miskolc (82), the closest county capitals. Most – 97.91% – of these registered businesses are **micro-enterprises, employing up to 9 people**. As for their focus of activity, the highest proportions of them operate in the fields of *Trade and vehicle repair* (24%); *Professional, scientific and technical activities* (19.68%); and *Construction* (10.71%). There are some major differences compared to the national data: **Nyíregyháza has** proportionally more businesses in *Trade and vehicle repair* and *Human health and social care* (6.89%), but **significantly fewer in the field of Information and communication** (3.88%). Based on the number of employees and sales revenues, **the local economy is primarily driven by manufacturing**: rubber, plastic, metal processing, and leather products.

In terms of employment, the city has a **large catchment area for labour force**, and – especially compared to many other county capitals – there's still potential here (although not necessarily in the fields that demand it). In addition, the proportion of employed people is higher (47.3%) than the county (43.5%) and national (45.9%) average. The **number of registered jobseekers** in Nyíregyháza was 1,702 in the middle of 2024, which is 2.25% of the local working age population (aged between 15 and 64). This number is considered low, but **24.56% of them have been unemployed for at least a year – their integration into the labour market is a difficult task**. It is also worth noting that **the proportion of jobseekers with a higher education degree is very high in the city** (17.45% in 2022) – significantly higher than the county (3.46%) and national (7.23%) data.

The **average net salary** in the county of Szabolcs-Szatmár-Bereg (611.33 EUR) is **significantly lower than the national average** (858.77 EUR). Wages have increased at both national (by 17.5%) and county (by 20.58%) level between 2021 and 2022, but **inflation** has significantly reduced the true value of this change.

One of the most significant environmental (and health) problems of Nyíregyháza and its region is **air pollution exceeding acceptable levels**. The seriousness of the problem is confirmed by both data and public feedback: in terms of improving the local quality of life, respondents of a city-wide questionnaire rated air quality as the most important factor. Currently, **the main source of pollution** (especially in winter and especially in the case of PM, particulate matter) **is residential heating** with solid fuel (i.e., coal, wood, biomass), or worse, with residential waste – **mobility sources are secondary**. The situation is exacerbated by the higher background pollution caused by the exposed sand surfaces of the Nyírség where the city is located.

Increasing the proportion of renewable energy is important in the energy policy of the European Union. Despite this, **electricity produced from renewable energy sources was only 10% in Hungary in 2019**, the majority of which came from biomass (37.7%), solar (31.9%) and wind energy (15.6%). In 2020, the **annual electricity consumption per household in the city** was 1840.7 kWh – **lower** than the county (2364 kWh) and national (2264.7 kWh) value.

As for **GHG emissions**:

- **Half of them come from energy-related emissions** (which mean gas, electricity, residential firewood, and coal). An important goal for the future is to significantly **reduce the share of fossil fuels and use alternative energy sources** (e.g., solar panels) to replace them.
- The second largest share (more than 40%) is from **transport**. The average amount of GHG emissions emitted by the sector in the period between 2016 and 2018 was 282,901.74 tonnes. The most significant GHG-emitting segment is **private transport** which accounts for almost **59%** of the total. It was also established that in the case of Nyíregyháza – in line with the county trend – **the number of passenger cars is increasing**. Freight transport is responsible for 1/3 of the GHG emissions from transport (34% on average), while public transport accounts for only 7-7.5%.
- There are a number of **large-scale industrial facilities** in the area, but they do not use energy sources other than electricity and natural gas, and these plants do not carry out particularly polluting industrial processes (cement or ceramics production, etc.). Based on this, GHG emissions classified as coming from large-scale industry cannot be attributed to Nyíregyháza.
- The share of GHG emissions related to **agricultural activity** is less than 3% which can be considered small compared to the share of the first two areas, but it is by no means negligible.
- The city “contributes” about 5% of the GHG emissions from **solid waste and wastewater treatment**. However, it should also be emphasized that this sector emits mainly methane (CH₄) and nitrous oxide (N₂O) which have a significantly longer decomposition time than carbon dioxide. An important goal for the future is to **encourage the population to collect waste separately, promote the use of waste as energy, reduce the amount of waste per capita and increase recycling**.

Forest areas play an important role in carbon sequestration. In the last few years, significant developments were implemented in Nyíregyháza in terms of green spaces in the framework of the **Green City project**, but their overall size still decreased by 4.4% in 10 years, between 2010 and 2020 – there is 16.26 m² **green area per resident in the county capital** which **is below the national average**. The **proportion of forest areas is also lower** – in 2011 it was 4,630 ha, corresponding to a forest cover value of 16.8% (the national value is 24.3%). The **location of forests** in the city is **segmented, sporadic**: the two most important forest areas are the Sóstó forest (a Natura 2000 protected 280.41 ha area) and the Nagyszállás forest.

1.5. Key policies and strategies

Title	Summary description	Relevance to the focus area of the IAP
National level		
National and Territorial Development Concept 2030	This document defines a long-term vision for Hungary , including development goals and principles based on the country's social, economic, sectoral, and regional needs. It places an emphasis on strengthening local development – besides a detailed analysis on a national level, it has separate sections for discussing specificities of the 19 counties and Budapest.	<p>Strengthening small and medium-sized enterprises is at the core of the section about the county of Szabolcs-Szatmár-Bereg.</p> <p>The document highlights the importance of</p> <ul style="list-style-type: none"> (1) an economic paradigm shift towards sectors that provide high added value; (2) eliminating the most pressing barriers of SME growth (i.e., lack of resources and necessary management skills, excessive bureaucracy); and (3) ensuring balance between education output/local skills and economic demand. <p>The second point is the main focus of this IAP.</p>
Competitiveness Strategy of Hungary (2024-2030)	The strategy presents an action plan to increase the competitiveness of Hungary by 2030, resulting in a tangible improvement in productivity and related indicators , including reaching 90% of the EU's development level which requires an 85% employment rate and a 30% investment rate (compared to the GDP).	<p>Goals of the strategy relevant to the IAP:</p> <ul style="list-style-type: none"> - Strengthening the position of Hungarian SMEs in the national and international supply chains - Building connections between public education and companies
Regional level		
Regional Development Programme of Szabolcs-Szatmár-Bereg County (2021-2027)	<i>"In 2030, Szabolcs-Szatmár-Bereg County will be a good place to live."</i> This is the core vision of the programme, formulated around three general, four thematic, and three regional objectives. These goals are set to be achieved in the framework of horizontal considerations like sustainable and inclusive growth, resilience, and family protection.	<p>Objectives and activities related to this IAP:</p> <ul style="list-style-type: none"> - <i>GO1 Active County</i> – value-creating employment Strengthening the regional entrepreneurial spirit and culture - <i>GO3 Attractive County</i> – natural, social, cultural, and economic environment Retaining existing small and medium-sized enterprises

Investment Promotion and Economic Development Strategy of Szabolcs-Szatmár-Bereg County	<p>The document analyses location-based factors which potential investors take into account when making their decisions and identifies possible interventions that can increase economic performance. The resulting summary of the region's economic, social, and environmental conditions and opportunities is used to develop a county level coordinated investment promotion and economic development framework.</p>	<p>The following priorities and interventions link to C4TALENT and this IAP:</p> <ul style="list-style-type: none"> - P1 Creating a database for county level investment promotion and economic development – database for investors, dissemination - P4 Expanding the range of investment and business support services – one-stop shop, supplier network, financial incentive system
Local level		
Sustainable Urban Development Strategy (2021-2027)	<p>This document aims to create a liveable, sustainable and thriving city until 2030. One of its overall goals is the “<i>growth of income and a highly developed, value-creating economy</i>”. In importance, it replaced the <i>Integrated Urban Development Strategy of Nyíregyháza</i> – the SUDS now determines the way of how the city must spend the funds allocated to it from the national operational programmes.</p>	<p>The following specific aims have direct or indirect links to C4TALENT and this IAP:</p> <ul style="list-style-type: none"> - S1.3 Business development, strengthening an entrepreneur-friendly environment - S2.1 Modernizing higher education and increasing its attractiveness - S2.3 Increasing the role of R+D+I - S7.1 Retaining and attracting young professionals <p>All of these endeavours are also connected to the horizontal objective “<i>Smart and digital Nyíregyháza</i>”.</p>
Investment Promotion Strategy and Action Plan	<p>The long-term objective of this document is to create a steadily growing and well-functioning local economy which provides a stable, predictable livelihood and conditions of a good quality of life for the people living here.</p>	<p>Some relevant aspects regarding C4TALENT and the IAP are as follows: ensuring a well-trained and skilled labour force; increasing the number of highly qualified, talented young professionals; as well as strengthening the competitiveness of local businesses, especially SMEs.</p>

<p>Plan for the Attraction and Retention of Talented Young People</p>	<p>This action plan was created in the framework of the Interreg Danube TalentMagnet project. According to it, the key message of Nyíregyháza's talent-friendly city brand is that the city offers optimal life and work opportunities for the young talents (who are at the beginning of their adult lives, starting a family, and having children).</p>	<p>To achieve the goals, different actions have to be implemented in several fields – actions of this IAP are in line with them:</p> <ul style="list-style-type: none"> - Branding (e.g., presenting the success stories of local young entrepreneurs), - Attracting (e.g., promoting city services by utilizing a talent database), - Mentoring, etc. <p>Overall, the IAP is considered to be a follow-up of this action plan, albeit with a heavy focus on entrepreneurship.</p>
<p>Local Equal Opportunity Programme (2022-2027)</p>	<p>The programme wishes to enforce equal treatment and opportunities, equal access to public services, non-discrimination, non-segregation, and necessary measures for the management of problems in the fields of employment, social security, health care, education, and housing.</p>	<p>These principles must be considered during the implementation of the IAP – disadvantaged people have even less access to the knowledge and services necessary to utilize their talents and become better employees or entrepreneurs. In particular, gender imbalance in business is something that should be addressed.</p>

1.6. Summary of interventions in the policy area so far

The idea of this network is based on a project supported by **Interreg DTP: TalentMagnet** (2020-2022). The project has identified crucial factors that have a high impact on brain drain and the outmigration of talent, culminating in a **talent-friendly city concept** with 12 focus areas – including a business environment conducive to entrepreneurship and innovation. However, the aim of the project wasn't to implement actions in every possible identified area, but rather to **strengthen multilevel governance and improve institutional capacities** to tackle this challenge in an integrated way. The partners established Local Talent Clubs and Forums for **assessing the needs of the target group and coming up with solutions together** – an approach remarkably similar to the URBACT method. Nyíregyháza was the leader of one of the Work Packages and intends to carry its lessons over to this network and IAP. However, **the focus now is not “just” on the creation of an underlying support structure** (for targeted actions to come later), **but on the identification and implementation of specific interventions within the thematic area**: the support of entrepreneurship to avoid/mitigate talent loss.

Two previous **URBACT** projects are also considered as important foundations for the city's approach to local economic and business development:

- **TechTown** (2015-2018) explored how small and medium-sized cities can maximize the job creation potential of the digital economy and what these cities can do to support businesses to access digital skills and innovations necessary for their start, growth and competitiveness. Nyíregyháza was a partner under the leadership of Barnsley, UK.
- **TechRevolution** (2018-2021): Following TechTown, six cities across the EU (including Nyíregyháza) banded together to adapt an URBACT Good Practice developed in Barnsley – a successful business support programme, and a landmark hub for creative and digital business in the town centre.

As a direct result of TechTown and TechRevolution, the **local decision-makers were successfully convinced that the city needs to dedicate people to** shoulder the responsibility of **local economic development**, and they must also be given the necessary resources to act. Therefore, **Nyíregyháza created an organization to coordinate investment promotion and business support in the city** – the learnings from TechRevolution were used to **outline the support services that should be included in its portfolio**. The same organization is now responsible for managing the implementation of this IAP.

In addition, the **Nyíregyháza Employment Partnership project funded by TOP** (the Regional and Urban Development Operational Programme) which included the development of the *Investment Promotion Strategy and Action Plan* also involved other elements that had an effect on the local business ecosystem: most notably, a **Business Forum** for both local

SMEs/entrepreneurs and large multinational companies. The aim of the Business Forum was knowledge exchange between the participants and open dialogue between the city and the local business actors to promote investment and growth.

Several **independent, local projects** were also implemented, targeting university students – but also business owners – and **developing** their **entrepreneurship skills**: innovation competition and start-up training & hackathon held at the University of Nyíregyháza; start-up, entrepreneurship, and business development online trainings; etc. These events were undoubtedly very useful for the participants but only **highlighted how a more integrated and regular approach is needed** to provide the necessary support to those who are interested.

2. INTERVENTION LOGIC AND INTEGRATED APPROACH

2.1. *Summary of key problems/challenges*

As mentioned before, the city has made advances in attracting large investors to its Industrial Park and hosts several **multinational companies**. This means not just new opportunities (i.e., jobs) but also new challenges since their stability provides an **attractive alternative** for the employees of local SMEs and young people just entering into the labour market, resulting in an **absorbing effect and wage competition**.

This situation is not helped by the fact that **the operation and management of many local businesses is outdated** – this is reflected in their recruitment process, organizational culture, level of digitalization, and general HR management. Since they are **not attractive options for young talents to start their career**, they struggle to find employees to grow.

They also don't know about each other – **cooperation between companies** is ad hoc, not systemic, therefore, **mutual learning opportunities are rare**. The role of the city in boosting these SMEs' capacities is not easy due to the **different “language” of the public and private sector**, but most importantly, the **faster pace of the latter**.

Looking at the local labour market, it's easy to see that the diversification of job positions is also not adequate. **Sectors with dominantly low added-value activities** (e.g., food processing, plastic and rubber industry) represent a large proportion, further limiting career opportunities. In addition, the **low average net salary** in the county motivates young talents to leave for a nearby city, the capital, or abroad.

In order to maintain a thriving entrepreneurial ecosystem, it is vital to have new entrepreneurs who – as job creators – ensure the stability of the local labour market and the continuous economic development of the city. After the list above, it's not surprising that these **new entrepreneurs are also few and far between and their survival rate and competitiveness is questionable**. They are met by a seemingly **closed community** – they have few opportunities for contact, exchange of experience, and cooperation. Those with entrepreneurial ideas usually **do not know where to turn**, as neither the aforementioned community nor the **segmented service market** provides them with sufficient information.

However, lack of information regarding business starts earlier than that. Public education doesn't instil an **entrepreneurial mindset** in students – the **necessary skills aren't included in the curriculum**, despite the fact that most related skills also affect general employability. Initiatives exist but are usually ad-hoc and don't continue.

The **connection between educational institutions and business life** is also **weak** – regular contact between students and local companies is present only in technical high schools where on-the-job training is part of the curriculum. As a consequence, even the few **local entrepreneurial success stories are not widely known** among the new generations.

As a university city, Nyíregyháza could be a vibrant place with a wide range of options for studying, working, and entertainment. However, young talents describe it as “*dead after 6 p.m.*” and mention the **lack of third places** as an important factor in not wanting to live there. The city has a **vibrant cultural life, but not really diverse** – events are **mainly targeting families** and not attractive for the younger generations. As for the **university** itself, the numbers also tell another story – based on the fact that the student population decreased by almost $\frac{3}{4}$ of the peak value in 2005 (from 16,620 to 4,585 in 2021), it's clear that the institution **does not offer sufficiently attractive study opportunities and environment**, so young people move to other cities – or even abroad – with more competitive universities after completing their secondary education.

CORE PROBLEM: Weak local SME and startup sector – new entrepreneurs are few and far between, limiting the available career opportunities

UNDERLYING CHALLENGES:

- Outdated management of existing SMEs → multinational companies provide a better alternative for young talents → limited growth
- Cooperation between SMEs is rare – they don't know about each other
- Public sector is slow to catch up to the needs of the private sector
- Dominance of sectors with low added-value activities
- Low average net salary in the county
- Talents with ideas don't know where to turn to in the segmented service market
- Business community behind closed doors – no place for interaction between new businesses and more experienced ones
- Public education doesn't instil an entrepreneurial mindset/outlook in students
- Connection between schools & businesses is weak
- Lack of third places, cultural life mainly targeting families
- Declining attractiveness of the local university

2.2. Our vision

The **Sustainable Urban Development Strategy** describes Nyíregyháza in 2030 as a lovable, attractive city *"where the next generations are eager to live... (and) where highly educated professionals are eager to return to"*. This vision is confirmed by the **Plan for the Attraction and Retention of Talented Young People**, according to which *"Nyíregyháza in 2030 is a modern, liveable, sustainable, sparkling city where – due to the high quality of life – talented and qualified professionals are in abundance"*.

The successful implementation of this depends on many factors (e.g., affordable housing, diverse cultural offer) – even narrowed down to only the economic aspects, many remains, like creating jobs with high added value and income, providing high-quality vocational training and higher education with internship programmes and scholarships, etc. Consequently, the overall vision for 2030 in this IAP is as follows:

Nyíregyháza offers a stimulating entrepreneurial environment and startup culture with attractive conditions for businesses, resulting in a wide range of career opportunities for young talents.

In a longer form:

Nyíregyháza is modern, liveable, and sustainable – due to the **quality of life** here, there's an abundance of talented, highly qualified people. The city has a **stimulating entrepreneurial environment and startup culture with attractive conditions for businesses**, resulting in a **wide range of career opportunities**. 70% of SMEs are **ESG-certified** and regularly go through a thorough audit process to maintain and develop their level of operations. The city has a **vibrant entrepreneurship hub** where private and public providers offer business support services at one location. However, young talents receive support as early as in primary school – **all levels of education include the training of entre- and intrapreneurial skills**.

2.3. Our objectives

Based on the challenges listed in Chapter 2.1, it can be stated that **Nyíregyháza needs to be more attractive for young talents** in several areas in order to compete with other cities. The stakeholder team working on this IAP identified **three target groups** with distinct but occasionally overlapping needs.

- **Providing support for local SMEs**

Local businesses are the foundation of a city's economy – they create jobs, generate tax revenues – and they are also an important part of the local community as the owners and employees are mostly from the city. **Supporting the dynamic development of these existing companies will make them more attractive for young talents** who are not ready or willing to start their own business but would like to gain experience.

- **Supporting new entrepreneurs**

New businesses bring competition and innovation, stimulate economic growth, and often broaden the range of economic activity in a city, diversifying it. This momentum is extremely valuable and **presents a vibrant and nurturing environment for young talents**, which is why Nyíregyháza wants to support the start-up phase, long-term survival, and sustainable growth of new businesses.

- **Convincing young talents to stay/return to Nyíregyháza and/or start their business here**

The city considers the education and comfort of the next generations to be important. **Presenting entrepreneurship as a realistic career choice for young people while teaching them the skills and giving them the tools** that will make it easier for them to start building their career in Nyíregyháza are major contributors to this, but the city itself must also represent **a brand that keeps or attracts them back here**.

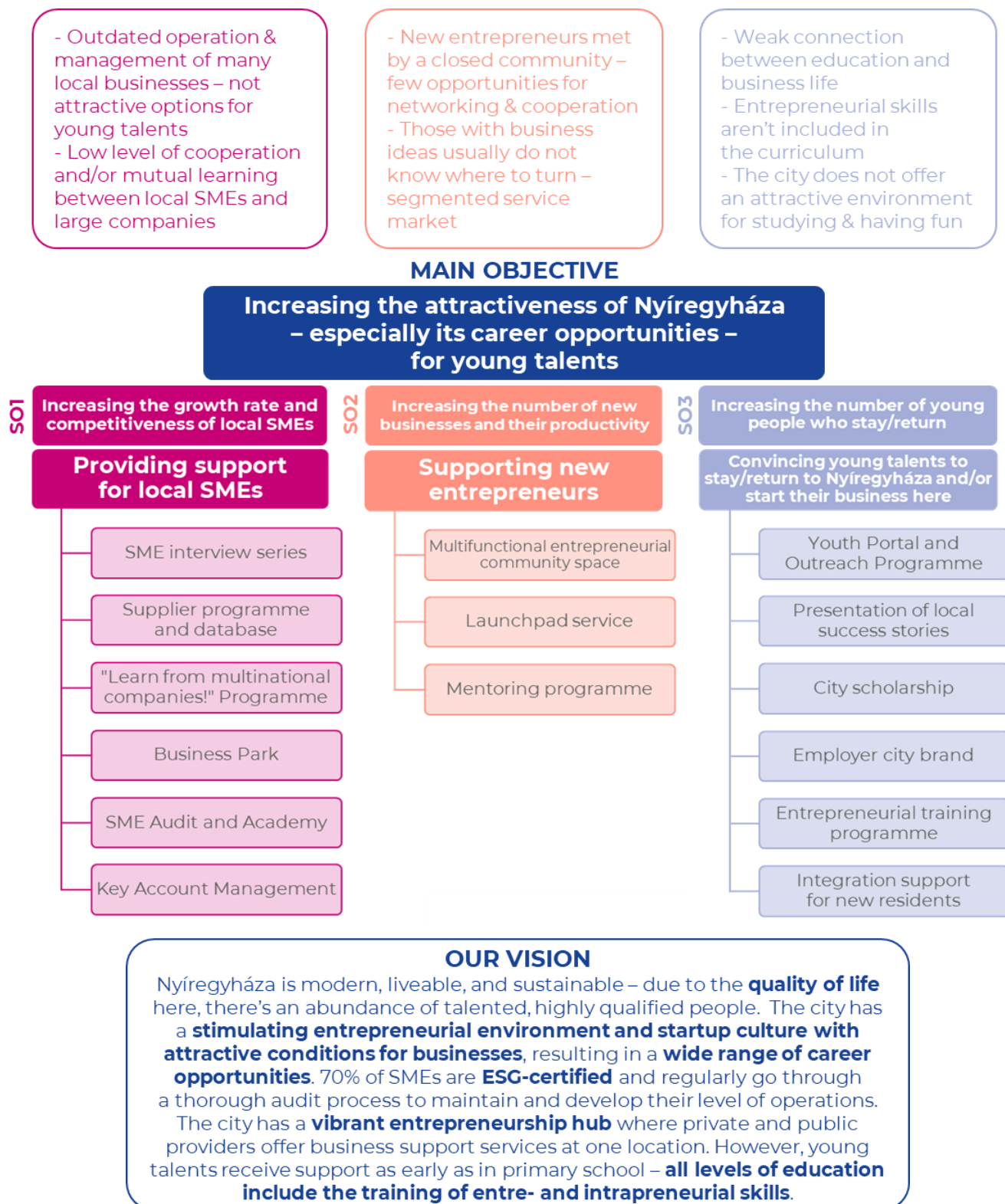
In line with this, the **specific objectives** of the action plan are the following:

- **Increasing the growth rate and competitiveness of local SMEs** by providing dedicated assistance to them
- **Increasing the number of new businesses and their productivity** by supporting new entrepreneurs
- **Increasing the number of young people who stay in or return to the city** by convincing them that they can have a successful career and/or business in Nyíregyháza

These serve the **main objective** of the IAP: **increasing the attractiveness of Nyíregyháza – especially its career opportunities – for young talents**.

2.4. Intervention areas and list of actions

The intervention logic of this IAP – the main challenges, the corresponding main and specific objectives, the intervention areas and actions, and the expected impact (vision) – are summarized in the picture below.



Specific objective, intervention area 1		Intervention area: Providing support for local SMEs Specific objective: Increasing the growth rate and competitiveness of local SMEs		
Action	Output	Intended outcome	Responsible organisation	Timescale
1.1 SME interview series	- 8 interviews in 2025 - 20 interviews/year from 2026 onward	- Accurate information about the needs of local SMEs, leading to more targeted support and matchmaking - Establishing contacts for building the <i>Key Account Management system</i> (1.6) later	Nyíregyháza Industrial Park Nonprofit Ltd	2025: "test" year 2026- : annual cycle
1.2 Supplier programme and database	- Database (with regular updates) - Annual networking event where representatives of local SMEs and large companies can meet	- Up-to-date database, based on which the <i>Nyíregyháza Industrial Park Ltd</i> can mediate between potential members of the supply chain - Increased revenue and experience for local SMEs, making them more attractive for young talents looking for work	Nyíregyháza Industrial Park Nonprofit Ltd	2026: database + 1 st event 2027- : yearly updates + annual events
1.3 "Learn from multinational companies!" Programme	- Learning events (4 per year from 2026 onward) → Knowledge repository	- Database on the knowledge available at large companies and SMEs - Modernization of local enterprises → more attractive workplaces	Nyíregyháza Industrial Park Nonprofit Ltd	2026- : 4 events/year

1.4 Business Park	10 ha prepared and sold	<ul style="list-style-type: none"> - Diversification of local investment opportunities - Industrial Park with a high occupancy rate - Geographical connection between large companies and local SMEs leads to new supplier (and other) partnerships. 	Nyíregyháza Real Estate Development and Investment Management Ltd	2026- : construction works 2026 Q2: 5 ha sold 2026 Q4: 10 ha sold
1.5 SME Audit and Academy	<ul style="list-style-type: none"> - Testing (3-4 businesses) - 1st round (min. 20 businesses) 	The city can present certified suppliers and a corporate city brand to visitors.	Nyíregyháza Industrial Park Nonprofit Ltd	2026: testing 2027: 1 st round
1.6 Key Account Management	- 2 new team members (one in 2026, one in 2027)	With the introduction of KAM, the relationship between the city and local businesses is strengthened – mutual trust is formed. Administration becomes smoother, freeing up time for new investments and developments.	Nyíregyháza Industrial Park Nonprofit Ltd	2026-2027: hiring 2028- : service development

Specific objective, intervention area 2		Intervention area: Supporting new entrepreneurs* Specific objective: Increasing the number of new businesses and their productivity		
Action	Output	Intended outcome	Responsible organisation	Timescale
2.1 Multifunctional entrepreneurial community space	Implementation proposal	<ul style="list-style-type: none"> - Self-sustaining place, where municipality-owned spaces are rented by service providers - Can be the physical location of the <i>Launchpad service</i> (2.2) 	Nyíregyháza Industrial Park Nonprofit Ltd	Initial: Mar-Dec 2026 After: based on 2.1.3
2.2 Launchpad service	"User journey" – service model	The service provides practical (and – to a certain extent – financial) assistance to new entrepreneurs, effectively mediating between local service providers and the target group.	Nyíregyháza Industrial Park Nonprofit Ltd	Initial: Mar-Oct 2026 After: based on 2.2.2
2.3 Mentoring programme	Service specification	Dedicated support – providing targeted information, competences, services, and networking opportunities – has a long-term positive effect on the survival rate and growth of businesses. In addition, the existence of the programme increases the entrepreneurial spirit of young people, as they know that they are not alone during the process.	Nyíregyháza Industrial Park Nonprofit Ltd	Initial: Feb-Sept 2026 After: based on 2.3.2

* The actions in this intervention area are long term – the activities related to them in 2025 and 2026 are preparatory to provide a context and concept for a full implementation later (starting after the first major evaluation of the IAP at the end of 2026).

Specific objective, intervention area 3		Intervention area: Convincing young talents to stay/return to Nyíregyháza and/or start their business here Specific objective: Increasing the number of young people who stay in or return to the city		
Action	Output	Intended outcome	Responsible organisation	Timescale
3.1 Youth Portal and Outreach Programme	- 2025: 10 schools visited (min. 300 students reached) - Communication plan	- The city gets an accurate picture of where (and why) local young people go from Nyíregyháza. - An active communication channel to retain and attract young people	Nyíregyháza Industrial Park Nonprofit Ltd	2025 Operation: April-Recruitment: Apr-Nov (cont. in 2026) Comm. plan: Feb 2026
3.2 Presentation of local success stories	2026: 2 volunteer business owners – 5 school visits (with min. 150 students); 2 videos; 2 interviews - Activity Plan	The long-term message is that the city embraces and is proud of local successes – this improves the city's image, contributing to an attractive city brand.	Város-Kép Ltd	Testing methods: Feb-Dec 2026 Continued in 2027 (based on 3.2.5)
3.3 City scholarship	Concept note → 1 st call for 2026/27 (5-10 winners)	- Laying the foundations for more local success stories - Making it clear that supporting young talents is one of the city's main priorities	Municipality of Nyíregyháza	Preparation: Mar-Aug 2026 1 st call: Sept-Dec 2026 2027: 2 nd call (based on 3.3.4)
3.4 Employer city brand	Communication plan (with brand concept)	The long-term goal is to reduce the number of talented professionals who leave the city and never return. Nyíregyháza becomes an attractive alternative, with high quality workplaces and living conditions.	Nyíregyháza Industrial Park Nonprofit Ltd	2026: brand development 2027: implementation (based on 3.4.2)

3.5 Entrepreneurial training programme	Pilot training → training curriculum + Implementation plan	<ul style="list-style-type: none"> - Uniform, high quality, free to use – facilitates wide application - Development of key competencies (e.g., teamwork, presentation skills) - Connection between education and the world of work/business is strengthened 	University of Nyíregyháza	Training development & testing: Apr 2026 – Mar 2027 Continued in 2027 (based on 3.5.6)
3.6 Integration support for new residents	2026 Q2: contact person 2026 Q4: website concept	By providing personal attention and easily available support, people arriving to the city will feel welcomed and “seen” by the municipality, providing them a positive experience of settling in.	Municipality of Nyíregyháza	HR: Jan-June 2026 Concept dev.: July-Dec 2026 Contracting: 2027 Q1 (followed by website development)

3. ACTIVITY PLAN

3.1. Intervention area 1 – Providing support for local SMEs

Action title:	1.1 SME interview series					Action owner:	Nyíregyháza Industrial Park Ltd				
Context:	For most of the interventions in this document, the needs of local businesses are decisive (e.g., in which area they need targeted help, information, financial support, etc.) – these cannot be extracted from publicly available databases. In addition, the Supplier database (1.2) also needs input . By hearing local SMEs out and gathering their point of view on various topics, the local business support team will be able to base their services on their actual needs . For example, the Nyíregyháza Industrial Park Ltd. conducted personal interviews with 24 local companies in 2020 and 2021 – as a result, the city renovated a street which was in a severely deteriorated condition, but it has become clear during the interviews that it's a key delivery route for local companies.										
Horizontal priorities relevant to the action:						NR					
Description:	Interviews similar to those mentioned in the <i>Context</i> section will be conducted in 2025 and onward. Suggested topics: public transport, R&D, investment & logistics, quality standards, reference works, vocational training, workforce & recruitment.										
Stakeholders:	In the topics of education and the labour market, the Vocational Training Centre of Nyíregyháza, the University of Nyíregyháza, the County Government and the Department of Employment, Labour and Safety of the Government Office will provide assistance.										
Estimated costs:	13 400 EUR					Links to objectives:		SO1 Increasing the growth rate and competitiveness of local SMEs			
Readiness:	20%	40%	60%	80%	100%						
Activity	Timing			Deliverable			Estimated cost		Funding source		
	Start		End								
1.1.1 Creating an interview structure and schedule	June 2025		Aug 2025		Interview template & calendar			1 100 EUR		Nyíregyháza Industrial Park Ltd budget	

1.1.2 Conducting the 1 st round of interviews	Sept 2025	Nov 2025	Notes from 8 interviews	2 200 EUR	NYIP budget
1.1.3 Summarizing results and making recommendations & modifications for the next round	Dec 2025	Jan 2026	Summary report	1 100 EUR	NYIP budget + State & EU co-funded programmes
1.1.4 Conducting the 2 nd round of interviews	Febr 2026	May 2026	Notes from 10 interviews	3 400 EUR	NYIP budget
1.1.5 See 1.1.3	June 2026	July 2026	Summary report	1 100 EUR	NYIP budget + State & EU co-funded programmes
1.1.6 Conducting the 3 rd round of interviews	Aug 2026	Nov 2026	Notes from 10 interviews	3 400 EUR	NYIP budget
1.1.7 See 1.1.3 & 1.1.5	Dec 2026	Jan 2027	Summary report	1 100 EUR	NYIP budget + State & EU co-funded programmes
TO BE CONTINUED					

Action title:		1.2 Supplier programme and database					Action owner:		Nyíregyháza Industrial Park Ltd					
Context:		For local SMEs, working together with large investors offers an opportunity for growth – increasing their revenue and providing them more experience makes them more attractive workplaces for young talents , while also increasing the revenues of the city through taxes. Based on experience, foreign investors and large companies are willing to work with local businesses when they need various services, but it is not guaranteed that they are able to find a suitable partner in Nyíregyháza. To local SMEs to play a greater role in these supply chains: <ul style="list-style-type: none">- A transparent and clear database is necessary to have an accurate view on the offer and needs of the local companies, based on which they can be more easily matched and/or recommended to interested investors who are looking for suppliers and/or contacts. Using publicly available data, a database of Nyíregyháza's economy has already been established in the last few years, in which local businesses can be found and searched for by their main activity, number of employees, and financial indicators (e.g., sales) – for internal use, the database also includes contact details.- An extensive programme is needed in which the two sides have the opportunity to meet and build relationships; annual events at the minimum, but they can be held more often if necessary.												
Horizontal priorities relevant to the action:							NR							
Description:		Updating the database mentioned above and supplementing it with the results of the <i>SME interview series</i> (1.1) is an important and prompt task. In addition, organizing regular, open networking events should contribute to establishing new supplier relationships and exploring business opportunities.												
Stakeholders:		NR												
Estimated costs:		10 100 EUR					Links to objectives:		SO1 Increasing the growth rate and competitiveness of local SMEs					
Readiness:		20%	40%	60%	80%	100%								
Activity		Timing			Deliverable				Estimated cost		Funding source			
		Start		End										
1.2.1 Updating the database with statistical (2024) data		Nov 2025		Dec 2025		Tableau database				1 800 EUR		NYIP budget		

1.2.2 Database promotion through <i>Action 1.1</i> and events in the IAP	Nov 2025	Dec 2026	NR	NR	NR
1.2.3 Organizing the 1 st networking event	Jan 2026	Mar 2026	Networking event with at least 30 participants Visual documentation	2 600 EUR	NYIP budget + Contribution of enterprises
1.2.4 Software development of database	Mar 2026	Sept 2026	Database tailor-made to the city	3 900 EUR	NYIP budget + State & EU co-funded programmes
1.2.5 Updating the database with statistical (2025) data	Nov 2026	Dec 2027	Updated database	1 800 EUR	NYIP budget
TO BE CONTINUED					

Action title:	1.3 "Learn from multinational companies!" Programme					Action owner:	Nyíregyháza Industrial Park Ltd				
Context:	In addition to building relationships between SMEs and large companies, knowledge transfer is also an important factor. The operation and management of many local businesses are outdated which reduces the attractiveness of the jobs they provide - they can acquire practical knowledge of modern methods and procedures within the appropriate framework. The learnings of this programme – but more importantly, their adaptation – will contribute to the modernization of local SMEs, making them more attractive for young talents who are looking for work. Measuring this development process and the state of the participating companies will be possible through the SME Audit (1.5).										
Horizontal priorities relevant to the action:						Multinational and large companies are often at the forefront of corporate social responsibility and digitalization , therefore, topics related to these (e.g., diversity and inclusion, well-being and employee engagement, process digitalization for efficiency) must be on the agenda when planning these learning events.					
Description:	The Programme would be implemented in the form of lectures, panel and informal discussions with free participation, in pre-announced business management topics such as HR management, financial planning, process organization, and digitalization. However, this is not possible without prior community building , for which the networking events of 1.2 also provide an excellent opportunity but personally contacting key businesses – and building a contact database based on this – is definitely a prerequisite as well. The assessment of needs can begin during the SME interview series (1.1). By documenting the events (e.g., shooting videos), a knowledge repository can be built, including the documentation of 1.2 as well.										
Stakeholders:	Local multinational companies must be contacted and convinced to take the lead in the programme.										
Estimated costs:	12 670 EUR					Links to objectives:		SO1 Increasing the growth rate and competitiveness of local SMEs			
Readiness:	20%	40%	60%	80%	100%						
Activity	Timing		Deliverable			Estimated cost		Funding source			
	Start	End									
1.3.1 Conducting a needs assessment (1.1.2)	Aug 2025	Dec 2025	Event calendar (with possible dates and topics), based on the interview results			1 100 EUR		NYIP budget			

1.3.2 Organizing the 1 st event	Jan 2026	Mar 2026	Event (min. 20 participants) Documentation	NR	NR
1.3.3 Creating a space for event materials	Mar 2026	Apr 2026	Knowledge repository (e.g., YouTube account for videos)	520 EUR	NYIP budget
1.3.4 Continuing the needs assessment (1.1.4)	Febr 2026	June 2026	Updated event calendar	650 EUR	NYIP budget
1.3.5 Organizing the 2 nd event	Apr 2026	June 2026	Event (min. 30 participants) Documentation	2 600 EUR	NYIP budget + Contribution of enterprises
1.3.6 Updating the knowledge repository	July 2026		Updated knowledge repository	650 EUR	NYIP budget
1.3.7 Organizing the 3 rd event	July 2026	Sept 2026	Event (min. 30 participants) Documentation	2 600 EUR	NYIP budget + Contribution of enterprises
1.3.8 Updating the knowledge repository	Oct 2026		Updated knowledge repository	650 EUR	NYIP budget
1.3.9 Continuing the needs assessment (1.1.6)	Aug 2026	Dec 2026	Updated event calendar	650 EUR	NYIP budget
1.3.10 Organizing the 4 th event	Oct 2026	Dec 2026	Event (min. 30 participants) Documentation	2 600 EUR	NYIP budget + Contribution of enterprises
1.3.11 Updating the knowledge repository	Jan 2027		Updated knowledge repository	650 EUR	NYIP budget
TO BE CONTINUED (in parallel with 1.1)					

Action title:	1.4 Business Park					Action owner:	Nyíregyháza Real Estate Development and Investment Management Ltd				
Context:	Large investors typically plan their investments on an area of 10 hectares or more. In order to increase the development opportunities for local SMEs with a high growth potential, providing follow on space (i.e., available real estate in the immediate vicinity of these investors and the city) is important – land that satisfies the requirements of smaller investors.										
Horizontal priorities relevant to the action:						NR					
Description:	Within the development area of the Nyíregyháza Industrial Park, plots of land – typically 1 hectare each – will be set aside. Supplying the plots with public utilities is part of the second phase of developing the Industrial Park – with the plans completed by the end of 2025, implementation is expected to start in 2026. However, other development works are already underway on the approximately 10-hectare area , in addition to negotiations with potential buyers.										
Stakeholders:	NR										
Estimated costs:	2 342 000 EUR					Links to objectives:		SO1 Increasing the growth rate and competitiveness of local SMEs			
Readiness:	20%	40%	60%	80%	100%						
Activity	Timing		Deliverable			Estimated cost		Funding source			
	Start	End									
1.4.1 Implementing communication activities to advertise & negotiate with potential buyers	Apr 2025	Depends on free space availability	Marketing and investor information package Meetings → Contracts			2 000 EUR		State and municipal funds + Real Estate Development Ltd budget			
1.4.2 Providing public utilities for the plots	Mar 2026	Dec 2026	10-hectare area ready for investment			1 170 000 EUR		State and municipal funds			
1.4.3 Constructing road network (and other related works)	Mar 2026	Dec 2026				1 170 000 EUR		State and municipal funds			

Action title:	1.5 SME Audit and Academy					Action owner:	Nyíregyháza Industrial Park Ltd				
Context:	It is important for local businesses to play a greater role in the local economy and to become suppliers to large, multinational companies, but they must meet strict requirements for this. Many businesses in the city have been operating for a long time – their outdated methods and operation are a serious disadvantage .										
Horizontal priorities relevant to the action:						The measurement categories of the audit and metrics must be determined with the involvement of experts beforehand. The core of the programme is ESG , a principle prioritizing Environmental issues, Social issues, and corporate Governance . Therefore, the audit should include criteria that relate to these directly , like environmental compliance, gender equality, etc.					
Description:	This proposal is to set up an "audit" and training system that can simultaneously improve the competitiveness of companies in several areas – making them more modern, resilient, and therefore leading to business growth. The three main pillars of the development programme are the SME audit supervised by the city (repeated every 2 years), an SME training system ("academy") to achieve the goals of the audit, and a local coach team .										
Stakeholders:	3-4 local SMSs must be convinced to take part in the test round. After that, the process must be streamlined and promoted in a way to attract the attention of other local businesses as well. The intention is not to make the audit mandatory but provide a sufficient value proposition for companies to register voluntarily .										
Estimated costs:	11 400 EUR					Links to objectives:		SO1 Increasing the growth rate and competitiveness of local SMEs			
Readiness:	20%	40%	60%	80%	100%						
Activity	Timing		Deliverable			Estimated cost		Funding source			
	Start	End									
1.5.1 Establishing the process, criteria, and metrics	Jan 2026	Apr 2026	Audit methodology (draft)			3 100 EUR		State & EU co-funded programmes + municipal funds			
1.5.2 Creating an expert pool (preferably local) for the Academy (see 1.3)	Jan 2026	Apr 2026	List of experts for the Academy programme			1 300 EUR		State & EU co-funded programmes + municipal funds			

1.5.3 Testing the Audit on 3-4 businesses	May 2026	July 2026	Audit results Survey results about the process (i.e., company feedback)	1 100 EUR	State & EU co-funded programmes + municipal funds
1.5.4 Establishing Academy procedure	May 2026	July 2026	Academy methodology (draft)	1 600 EUR	State & EU co-funded programmes + municipal funds
1.5.5 Finalizing the Audit methodology	Aug 2026	Oct 2026	Audit methodology (final)	900 EUR	State & EU co-funded programmes + municipal funds
1.5.6 Testing the Academy on the businesses of 1.5.3	Aug 2026	Oct 2026	TBD (based on 1.5.4) Survey results about the process (i.e., company feedback)	1 100 EUR	State & EU co-funded programmes + municipal funds
1.5.7 Finalizing Academy procedure	Nov 2026	Jan 2027	Academy methodology (final)	1 000 EUR	State & EU co-funded programmes + municipal funds
1.5.8 Providing regulatory background	Nov 2026	Mar 2027	TBD (Council decision, local regulation, etc.)	NR	NR
1.5.9 Planning and implementing communication activities to introduce the process	Jan 2027	TBD	TBD Min. 20 businesses registering for the 1 st SME Audit	1 300 EUR	State & EU co-funded programmes + municipal funds
TO BE CONTINUED					

Action title:	1.6 Key Account Management					Action owner:	Nyíregyháza Industrial Park Ltd				
Context:	The economic strength of large companies allows them to speed up their processes – their problems are treated as a priority by the authorities and other organizations. SMEs typically do not have the internal capacities to be able to act efficiently in all matters – they cannot pay adequate attention to internal developments while still maintaining their operations.										
Horizontal priorities relevant to the action:						NR					
Description:	Key Account Management (KAM) refers to people who provide dedicated assistance to the businesses assigned to them – they are up-to-date regarding the problems affecting the given company and function as a link between the SME and the supporting organizations. Currently, the role of facilitator and “information broker” played by the Nyíregyháza Industrial Park Ltd can be considered as preparatory work for such a service but based on the learnings from the <i>URBACT TechRevolution</i> project, lasting results can only be achieved by scaling up the system to a formal framework . For this, first it is necessary to increase the number of experts in the city who are involved in business development and to provide them with targeted training .										
Stakeholders:	NR										
Estimated costs:	4 400* EUR					Links to objectives:		SO1 Increasing the growth rate and competitiveness of local SMEs			
Readiness:	20%	40%	60%	80%	100%						
Activity	Timing			Deliverable			Estimated cost	Funding source			
	Start		End								
1.6.1 Establishing a larger local team	Jan 2026		Dec 2027	2 new colleagues (one per year)			4 400* EUR		NYIP budget		
TO BE CONTINUED after 2027											

* This is the number for the amount of working hours they would need to dedicate to this.

3.2. Intervention area 2 – Supporting new entrepreneurs

Action title:	2.1 Multifunctional entrepreneurial community space					Action owner:	Nyíregyháza Industrial Park Ltd				
Context:	It was discussed at the stakeholder meetings that those who want to start a business in Nyíregyháza find it difficult to get support . There is no physical space where new entrepreneurs can find information about the issues that concern them, exchange ideas with other entrepreneurs, etc., in one place – there are local business clubs, but these are mostly closed communities.										
Horizontal priorities relevant to the action:						NR					
Description:	This proposal is to create an entrepreneurial hub (either in an existing location like the Industrial Park Ltd HQ, or elsewhere), where the necessary information, inspiration, knowledge, and connections are available in one place for those who want to start a business. This is a versatile, modern co-working space , in which services are provided simultaneously by three sectors – the municipality, and for-profit and non-profit organizations. It should be suitable for offering individual, group, and mass interactions (e.g., bilateral counselling, training, conferences). First steps of implementation: (1) mapping of potential (used or unused) properties ; (2) collection of available services (already existing initiatives); (3) assessment of needs										
Stakeholders:	Current service providers must be involved to find the best way to co-exist.										
Estimated costs:	2 400 EUR					Links to objectives:		SO2 Increasing the number of new businesses and their productivity			
Readiness:	20%	40%	60%	80%	100%						
Activity	Timing		Deliverable			Estimated cost		Funding source			
	Start	End									
2.1.1 Mapping potential locations and existing services	Mar 2026	May 2026	Summary paper/map on local business services and their locations + possible locations for a hub			650 EUR		NYIP budget			
2.1.2 Assessing needs (including for 2.2)	Jun 2026	Sept 2026	Survey results (min. 50 answers)			1 100 EUR		NYIP budget			

2.1.3 Summarizing the results of 2.1.1 and 2.1.2	Oct 2026	Dec 2026	Implementation proposal	650 EUR	NYIP budget
TO BE CONTINUED after 2026 (according to the results of 2.1.3)					

Action title:	2.2 Launchpad service					Action owner:	Nyíregyháza Industrial Park Ltd				
Context:	Entrepreneurs seeking support can easily get "lost" in the segmented service market , where financial resources, administrative assistance, and business-related know-how come from different directions, some of which are difficult to find .										
Horizontal priorities relevant to the action:						NR					
Description:	The city learned about the Launchpad service in the <i>TechRevolution</i> project. It provides new businesses: - A physical location where they can get answers to their questions for free , - A small amount of financial support if they need help (e.g., recommending and paying the right specialist for a company that needs a Facebook campaign), - Half-day trainings in business planning, marketing & sales, and finance. The first step of implementation is adapting the service concept to local needs .										
Stakeholders:	NR										
Estimated costs:	2 900 EUR					Links to objectives:		SO2 Increasing the number of new businesses and their productivity			
Readiness:	20%	40%	60%	80%	100%						
Activity	Timing		Deliverable			Estimated cost		Funding source			
	Start	End									
2.2.1 Assessing needs (same as 2.1.2)	Mar 2026	July 2026	Survey results (min. 50 answers)			2 250 EUR		NYIP budget + municipal funds			
2.2.2 Summarizing the results of 2.2.1	Aug 2026	Oct 2026	Service description through a user journey model			650 EUR		NYIP budget + municipal funds			
TO BE CONTINUED after 2026 (according to the results of 2.2.2)											

Action title:	2.3 Mentoring programme					Action owner:	Nyíregyháza Industrial Park Ltd				
Context:	A starting business faces a lot of challenges – especially in the months and years following its launch , but usually afterwards as well. These can deter someone with less experience in management – and a new entrepreneur in particular – from the endeavour for good and even result in the termination of the business.										
Horizontal priorities relevant to the action:						NR					
Description:	Personalized mentoring and individual consultation opportunities – in addition to the open professional events (lectures, networking events, etc.) already mentioned in the previous intervention area – can offset any initial uncertainty. However, mentoring tasks cannot be performed by the current business development team alone – suitable external or new internal experts must be sought out. In addition, it is a good idea to include successful local entrepreneurs in the programme – an inquiry is needed on who are open to taking on such a role .										
Stakeholders:	Local entrepreneurs and service providers must be involved to find the best way to a comprehensive programme.										
Estimated costs:	3 400 EUR					Links to objectives:		SO2 Increasing the number of new businesses and their productivity			
Readiness:	20%	40%	60%	80%	100%						
Activity	Timing		Deliverable			Estimated cost		Funding source			
	Start	End									
2.3.1 Canvassing for possible mentors and needs (with 2.1.2 and 2.2.1)	Feb 2026	June 2026	Survey results (min. 50 answers)			2 250 EUR		NYIP budget + municipal funds			
2.3.2 Summarizing the results of 2.3.1	July 2026	Sept 2026	Service specification			1 150 EUR		NYIP budget + municipal funds			
TO BE CONTINUED after 2026 (according to the results of 2.3.2)											

3.3. Intervention area 3 –

Convincing young talents to stay/return to Nyíregyháza and/or start their business here

Action title:	3.1 Youth Portal and Outreach Programme					Action owner:	Nyíregyháza Industrial Park Ltd				
Context:	It is important for the companies and institutions operating in Nyíregyháza that after talented young people complete their studies and gain a few years of experience, they return and settle here , contributing their knowledge to the continuous development of the city and its businesses. It is only possible to motivate them to do so by maintaining regular contact .										
Horizontal priorities relevant to the action:						NR					
Description:	The purpose of the Youth Portal is to keep the city in contact with its talented young people, even when they are currently studying or working elsewhere. Users registered in it can (1) find out about job offers that match their qualifications, (2) learn about local cultural events , and (3) form an opinion on the city's development ideas and formulate proposals through surveys .										
Stakeholders:	Negotiations are taking place with the Vocational Training Centre in order to reach young people who might potentially be interested in being part of the database – an attractive value proposition is needed to ensure high participation. Colleagues of the Nyíregyháza Industrial Park Ltd are visiting schools to gauge the students' interest and identify the best way to promote registration.										
Estimated costs:	9 800 EUR					Links to objectives:		SO3 Increasing the number of young people who stay in or return to the city			
Readiness:	20%	40%	60%	80%	100%						
Activity	Timing		Deliverable			Estimated cost		Funding source			
	Start	End									
3.1.1 Operating the Portal (tech maintenance, ...)	Apr 2025	March 2027 (and beyond)	Portal (functional website)			3 100 EUR		NYIP budget + municipal funds			

3.1.2 Recruiting participants (1 st round) TESTING ACTION!	April 2025	June 2025	5 school visits (with min. 150 students reached) – documentation (e.g., photos)	2 200 EUR	NYIP budget + municipal funds
3.1.3 Evaluating the testing action	July 2025	Aug 2025	Evaluation report	1 100 EUR	NYIP budget + municipal funds
3.1.4 Recruiting participants (2 nd round)	Sept 2025	Nov 2025	5 school visits (with min. 150 students reached) – documentation (e.g., photos)	2 200 EUR	NYIP budget + municipal funds
3.1.5 Evaluating 3.1.4 & preparing the comm. plan based on it	Dec 2025	Feb 2026	Communication plan (with budget)	1 100 EUR	NYIP budget + municipal funds
Activities in 2026 depend on the results of 3.1.3 and 3.1.4 – TBC & TBD					

Action title:	3.2 Presentation of local success stories					Action owner:	Város-Kép Ltd		
Context:	Nyíregyháza is already home to domestic and even cross-border businesses that can serve as an inspiration and learning opportunity for other businesses already operating in the city or just starting to operate. However, these success stories are currently not widely shared . The municipality must not only know about these but also spread the news of their success around through the channels at its disposal, since by learning about these examples, local companies – and young talents – can be further motivated to develop and realize their own success stories.								
Horizontal priorities relevant to the action:						It is important to provide a gender-balanced selection , if possible – this ensures that young people hear about varied challenges (how starting a family affects running a business for a woman, for example).			
Description:	Possible options: - A series of interviews in writing on the city's communication channels (e.g., Facebook) and in the local media (e.g., Napló) - Making short (3-4-minute) video reports about local businesses - Live interviews, round table discussions at relevant city events - High school and university class visits								
Stakeholders:	Local entrepreneurs must be sought out to start the programme – one was already identified among the members of the ULG.								
Estimated costs:	2 600 EUR					Links to objectives:		SO3 Increasing the number of young people who stay in or return to the city	
Readiness:	20%	40%	60%	80%	100%				
Activity	Timing		Deliverable			Estimated cost		Funding source	
	Start	End							
3.2.1 Gathering and recruiting local success stories (through Action 1.1)	Feb 2026	June 2026	Min. 2 volunteers			NR		NR	

3.2.2 Creating and sharing an interview series	Sep 2026	Oct 2026	Min. 2 interviews, shared through regular Facebook posts (in parts) & Napló (in one)	400 EUR	Város-Kép budget + municipal funds
3.2.3 Presenting local success stories in schools	Sep 2026	Nov 2026	5 school visits (min. 150 students reached) with the volunteers – documentation (e.g., photos)	1 150 EUR	NYIP budget + municipal funds
3.2.4 Making video reports about local businesses	Oct 2026	Dec 2026	Min. 2 short (3-4-minute) videos	400 EUR	Város-Kép budget + municipal funds
3.2.5 Evaluating the methods above & creating an activity plan	Jan 2027	Mar 2027	Summary report → Activity Plan*	650 EUR	NYIP budget + municipal funds
TBC in 2027, based on the deliverable of 3.2.5					

* Continuation of this action should be incorporated into the city's communication plan.

Action title:	3.3 City scholarship					Action owner:	Municipality of Nyíregyháza				
Context:	Scholarships are important means of attracting and retaining talent – the municipality can provide them (even in cooperation with businesses) to financially support talented high school and/or university students .										
Horizontal priorities relevant to the action:						This action can be used to encourage gender balance in certain fields of study (e.g., by including support for young women to study STEM).					
Description:	Good examples exist in a few Hungarian cities (e.g., Szeged, Siófok) – these should be examined to determine the most important success factors before creating the framework .										
Stakeholders:	The Vocational Training Centre of Nyíregyháza is open to work on the concept and develop an operational idea, which should include proper ways of communication as well (i.e., to reach the target group).										
Estimated costs:	13 100 EUR					Links to objectives:		SO3 Increasing the number of young people who stay in or return to the city			
Readiness:	20%	40%	60%	80%	100%						
Activity	Timing		Deliverable			Estimated cost		Funding source			
	Start	End									
3.3.1 Examining good practices and success factors	Mar 2026	June 2026	Good Practice Catalogue			2 600 EUR		Municipal funds			
3.3.2 Detailing the programme and the application & selection process	July 2026	Aug 2026	Concept note								
3.3.3 Conducting the 1 st call for 2026/2027	Sept 2026	Dec 2026	Call documents + applicant evaluations → 5-10 students selected			9 400 EUR		Municipal funds			
3.3.4 Evaluating the 1 st round	Jan 2027	Feb 2027	Summary report (with recommendations)			1 100 EUR		Municipal funds			
TBC in 2027 (2 nd round based on the results of the 1 st)											

Action title:	3.4 Employer city brand					Action owner:	Nyíregyháza Industrial Park Ltd				
Context:	Nyíregyháza has undergone significant developments in the past decade, but these were not followed by an equivalent positive change in the city's image – many people leave the city in the hope of a better career and quality of life, and they do not return. As a result, it is increasingly difficult for local businesses to find the right employees.										
Horizontal priorities relevant to the action:						NR					
Description:	The city and the employers must work together and promote Nyíregyháza as a place where it is good to work and live. For this, an attractive employer city brand must be built and promoted with targeted messages by the city, its institutions and employers together. The efficient operation of the Youth Portal (3.1) can ensure that these messages reach not just the locals but also young talents from Nyíregyháza who are living elsewhere, potentially attracting them back.										
Stakeholders:	Main employers of the city (with a particular emphasis on SMEs and multinational companies) should be involved in the process of brand development – the Nyíregyháza Employment Pact members are a good starting point.										
Estimated costs:	3 200 EUR					Links to objectives:		SO3 Increasing the number of young people who stay in or return to the city			
Readiness:	20%	40%	60%	80%	100%						
Activity	Timing		Deliverable			Estimated cost		Funding source			
	Start	End									
3.4.1 Organizing regular meetings with stakeholders for brand development	Jan 2026	Sept 2026	Quarterly workshops (min. 20 participants/event)			2 000 EUR		NYIP budget + municipal funds			
3.4.2 Creating a brand concept and communication plan	Oct 2026	Dec 2026	Communication plan (in line with 3.6.4)			1 200 EUR		NYIP budget + municipal funds			
TBC in 2027 according to 3.4.2 (utilizing Action 3.1 and the website of Action 3.6)											

Action title:	3.5 Entrepreneurial training programme					Action owner:	University of Nyíregyháza				
Context:	Entrepreneurial knowledge and competencies are not a formal part of either higher or secondary education, even though the skills in question are important not only for entrepreneurs, but for all employees. For this reason, many young people don't even think about starting a business as a career option – or they do, but they don't have a real idea of what exactly it entails.										
Horizontal priorities relevant to the action:						NR					
Description:	This proposal rests on two pillars: <ul style="list-style-type: none">- Promotion of the Hungarian Startup University Programme at the University of Nyíregyháza- Development of a training programme (theoretical curriculum, practical tasks, and instructions) that can be easily adapted in a shorter or longer form Tasks related to the latter: <ul style="list-style-type: none">- Mapping existing courses (e.g., for finding overlaps and possible connections)- Identifying teachers and institutions (i.e., schools) to serve as "ambassadors" of the programme- Implementation of a pilot training to promote the programme, involving well-known guest speakers (e.g., from local companies) and interesting prizes										
Stakeholders:	Different levels of the local education system (university, vocational centre, high schools) must be involved.										
Estimated costs:	2 630 EUR					Links to objectives:		SO3 Increasing the number of young people who stay in or return to the city			
Readiness:	20%	40%	60%	80%	100%						
Activity	Timing			Deliverable			Estimated cost		Funding source		
	Start		End								
3.5.1 Mapping existing courses	Apr 2026		May 2026	Summary report			650 EUR		University of Nyíregyháza budget + municipal funds		
3.5.2 Developing training programme	June 2026		July 2026	Training curriculum + methodology (draft to be tested)			800 EUR		University of Nyíregyháza budget + municipal funds		

3.5.3 Recruiting schools for testing	Aug 2026	Sept 2026	Min. 4 schools recruited	260 EUR	University of Nyíregyháza budget + municipal funds
3.5.4 Implementing pilot training	Oct 2026	Nov 2026	Pilot training documentation (min. 40 participants, min. 3 local companies involved)	400 EUR	University of Nyíregyháza budget + municipal funds
3.5.5 Finalizing training programme	Dec 2026	Jan 2027	Training curriculum + methodology (final)	260 EUR	University of Nyíregyháza budget + municipal funds
3.5.6 Drafting a plan for continuation	Feb 2027	Mar 2027	Implementation plan	260 EUR	University of Nyíregyháza budget + municipal funds
TBC in 2027 (based on the results of the pilot training)					

Action title:	3.6 Integration support for new residents					Action owner:	Municipality of Nyíregyháza				
Context:	Convincing young people to stay in Nyíregyháza can be done by not just welcoming them in the city with unique offers (e.g., a supportive housing programme) but also helping them finding a community and solving their emerging challenges – integration.										
Horizontal priorities relevant to the action:						NR					
Description:	Welcoming and integration can both be served by a website which introduces the city and its various services but having a contact person who they can turn to with their questions would also be greatly appreciated, especially at the beginning. This personal touch (if handled right) – in addition to an informative and attractive website – will deepen their connection to the city: both its institutions and its people. A contact person position/task can be created as early as 2026 . Developing a proper website is a more costly and time-consuming process, and it first requires research to examine good examples (e.g., Greater Örebro Area).										
Stakeholders:	NR										
Estimated costs:	19 920 EUR					Links to objectives:		SO3 Increasing the number of young people who stay in or return to the city			
Readiness:	20%	40%	60%	80%	100%						
Activity	Timing		Deliverable			Estimated cost		Funding source			
	Start	End									
3.6.1 Creating a task description for the contact person	Jan 2026	Mar 2026	Task description			260 EUR		Municipal funds			
3.6.2 Assigning a person to integration support	Apr 2026	June 2026	New position (filled by hiring or internal assignment)			18 000 EUR		Municipal funds			
3.6.3 Examining good practices and success factors for a website	July 2026	Oct 2026	Good Practice Catalogue			260 EUR		Municipal funds			

3.6.4 Designing specifications (based on 3.6.3)	Nov 2026	Dec 2026	Website concept (incl. technical and content specifications)	1 600 EUR	Municipal funds
3.6.5 Conducting a procurement process	Jan 2027	Mar 2027	External expert contract(s)	800 EUR	Municipal funds
TBC in 2027 Q2 with the website development					

4.1. Gannt

Action		2025					2026										2027				
		Q2 (Apr-June)		Q3 (July-Sept)		Q4 (Oct-Dec)		Q1 (Jan-Mar)		Q2 (Apr-June)		Q3 (July-Sept)		Q4 (Oct-Dec)		Q1 (Jan-Mar)					
SO1	1.1 SME interview series			Interview template + calendar		8 interviews (notes)	Summary report			10 interviews (notes)	Summary report		10 interviews (notes)	Summary report		TBC					
	1.2 Supplier programme and database					Database (- 2024)					Software development			Database (- 2025)							
	1.3 "Learn from multinational companies!" Programme					Needs assessment	Calendar			Needs assessment + Calendar update			Needs assessment + Calendar update			TBC					
									Test event (min. 20 participants)	2nd event (min. 30 participants)	3rd event (min. 30 participants)	4th event (min. 30 participants)				TBC					
									Knowledge depository		Update	Update		Update							
	1.4 Business Park	Construction works																			
		Communication activities (i.e., marketing and investor information package)																			
	1.5 SME Audit and Academy	Negotiations + contracts															5 ha sold	Negotiations + contracts	10 ha sold		
								Audit methodology (draft)	3-4 audits (testing phase) ↘	Audit methodology (final)											
Local expert pool															Academy methodology (draft)	↘ Testing the Academy	Academy methodology (final)				
																			Regulatory background		
1.6 Key Account Management																Communication activities					
SO2	2.1 Multifunctional entrepreneurial community space									Mapping locations & services	Needs assessment - survey		Implementation proposal			Hiring (1)					
	2.2 Launchpad service									Needs assessment - survey	User journey - service model										
	2.3 Mentoring programme									Needs assessment - survey	Service specification										
SO3	3.1 Youth Portal and Outreach Programme	Operating the Portal																			
	3.2 Presentation of local success stories	5 school visits		Evaluation report	5 school visits		Final comm. plan														
														Min. 2 interviews							
	3.3 City scholarship													Min. 2 videos	Summary report + Activity Plan						
	3.4 Employer city brand							Workshop #1 (min. 20 people)	Workshop #2 (min. 20 people)	Workshop #3 (min. 20 people)	BRAND Communication plan	TBC (based on the Comm. plan)									
3.5 Entrepreneurial training programme									Summary report	Training (draft)	Min. 4 schools	Pilot training (40 part.)	Training (final)	Implementation plan							
3.6 Integration support for new residents							Task description	"Hiring" (1)		Good Practice Catalogue		Website concept		Contract(s)							

4.2. Governance of implementation

The Integrated Action Plan is expected **to be approved by the Municipality Council before the end of 2025**. As detailed in *Chapter 1.5*, the IAP was created to be **in line with already accepted local strategic documents** (Sustainable Urban Development Strategy, Investment Promotion Strategy) and forms a **cohesive relationship with other related action plans** (Investment Promotion Action Plan, Plan for the Attraction and Retention of Talented Young People). As such, no major barriers of its acceptance are expected to occur.

The development of the IAP was spearheaded by the Nyíregyháza Industrial Park Nonprofit Ltd, a municipality-owned institution responsible for the city's investment promotion and business development activities. This organization has split into two units recently:

- The increasing number of tasks related to investment promotion led to the creation of the **Nyíregyháza Real Estate Development and Investment Management Ltd**. Increasing the visibility of Nyíregyháza among **potential investors**, monitoring and developing **industrial sites**, and supporting investors to find the area that is best suited to their needs are among the main responsibilities of this unit.
- In addition to supporting new settlers, it is essential to **help the local SMEs already operating in the city** as well. The other unit – keeping the “original” name, **Nyíregyháza Industrial Park Nonprofit Ltd** – serves this purpose: keeping in contact with and mediating between local businesses, funding sources, other economic actors, and the local authorities. **Coordinating the implementation of the IAP is already among its tasks**; however, as mentioned in the description of several actions, **expanding the current team is a priority and necessary** to ensure an acceptable workload for the successful delivery of ongoing and future actions.

Although most of the actions are implemented directly by the Nyíregyháza Industrial Park Nonprofit Ltd, all require the **cooperation and/or leadership of other stakeholders** – they are listed in the **Action owner and Stakeholders** section of the tables in *Chapter 3*. The **organizations directly responsible for actions** (i.e., action owners) **will have a monthly meeting** (in person or online) to discuss emerging issues and check progress. **Notes** of these meetings will be **circulated** among all stakeholders.² In addition, the **action owners** must make sure that the stakeholders they are working with are clear about their tasks and ongoing proceedings – they **should organize separate check-up meetings regularly, their frequency depending on the nature of the given action**. E.g., *Action 1.4 Business Park* is fairly straightforward, most likely only needing check-ups in case of construction/negotiation delays and reaching milestones (i.e., successful contracts), while *Action 1.5 SME Audit and Academy* involves a robust year-

² Some of the current ULG members (see *Chapter 5.2*) are among the groups mentioned above (action owners and/or stakeholders), but not all.

long testing phase which possibly necessitates monthly meetings to properly implement.

The process envisioned for monitoring the implementation is described in *Chapter 4.4*.

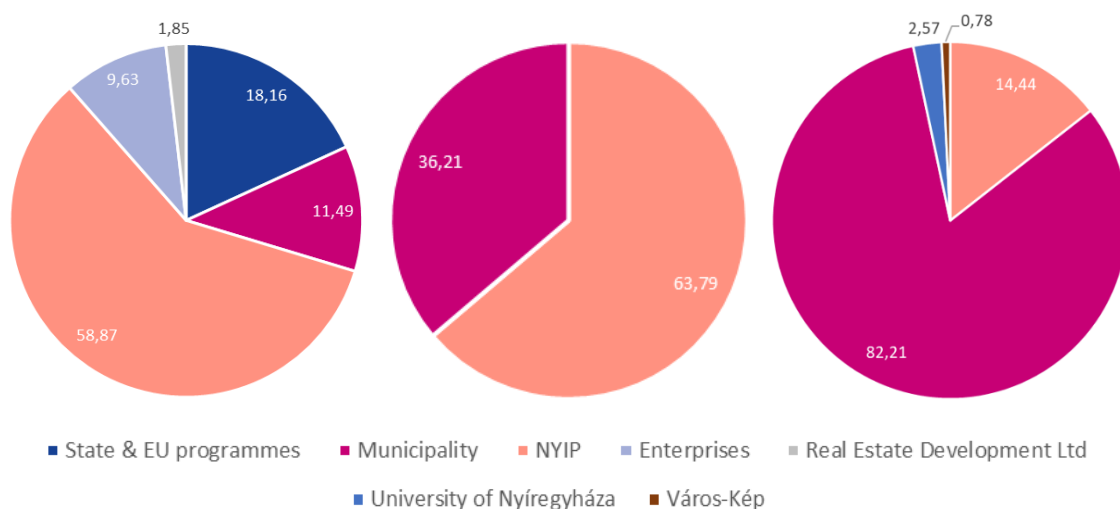
4.3. Resourcing and funding

In most cases, information about funding in Chapter 3 and the following table includes the budget of activities only until the beginning of 2027 (e.g., *Action 1.1* will continue in 2027, but the current budget only covers the first 3 rounds of interviews until then). The reasoning behind this is that **the continuation of several actions** hinges on the results of these short-term activities and **can only be budgeted after they are co-designed properly**.

Since the city has a dedicated organization with a mandate to act in the topic of this IAP, many of the activities can be financed through its budget, with contributions from several other sources.

- *Action 1.4* includes a **significant investment cost** (2.34M EUR) which is covered by state & EU co-funded programmes and municipal funds in a 4:1 ratio (80 and 20%, respectively).
- The **soft elements** of the IAP (113 920 EUR) are funded in the following distribution:
 - Municipal funds: 51 535 EUR (45.24%)
 - Nyíregyháza Industrial Park Ltd budget: 44 670 EUR (39.21%)
 - State & EU co-funded programmes: 9 800 EUR (8.6%)
 - Contribution of enterprises: 5 200 EUR (4.56%)
 - University of Nyíregyháza budget: 1 315 EUR (1.15%)
 - Nyíregyháza Real Estate Development and Investment Management Ltd budget: 1 000 EUR (0.88%)
 - Város-Kép Ltd budget: 400 EUR (0.35%)

The **ratio of funding sources per intervention area** can be seen below (without the investment costs).



Action title	Responsible organisation	Cost (EUR)	Sources of funding	Timing	
				Start	End
Providing support for local SMEs SO: Increasing the growth rate and competitiveness of local SMEs		2 393 970 (53 970 without construction in Action 1.4)			
1.1 SME interview series	Nyíregyháza Industrial Park Ltd	13 400	Nyíregyháza Industrial Park Ltd (budget) State & EU co-funded programmes	June 2025	continuous
1.2 Supplier programme and database		10 100	NYIP budget State & EU co-funded programmes Contribution of enterprises	Nov 2025	
1.3 "Learn from multinational companies!" Programme		12 670	NYIP budget Contribution of enterprises	Sept 2025	
1.4 Business Park	Nyíregyháza Real Estate Development and Investment Management Ltd	2 342 000	Real Estate Development Ltd (budget) State and municipal funds	Apr 2025	Dec 2026
1.5 SME Audit and Academy	Nyíregyháza Industrial Park Ltd	11 400	State & EU co-funded programmes Municipal funds	Jan 2026	continuous
1.6 Key Account Management		4 400	NYIP budget		
Supporting new entrepreneurs SO: Increasing the number of new businesses and their productivity		8 700 (only preparatory activities are included here)			

2.1 Multifunctional entrepreneurial community space	Nyíregyháza Industrial Park Ltd	2 400	NYIP budget	March 2026 (preparation)	Dec 2026 (preparation)
2.2 Launchpad service		2 900	NYIP budget Municipal funds		Oct 2026 (preparation)
2.3 Mentoring programme		3 400	NYIP budget Municipal funds	Feb 2026 (preparation)	Sept 2026 (preparation)
Convincing young talents to stay/return to Nyíregyháza and/or start their business here SO: Increasing the number of young people who stay in or return to the city		51 250			
3.1 Youth Portal and Outreach Programme	Nyíregyháza Industrial Park Ltd	9 800	NYIP budget Municipal funds	Apr 2025	continuous
3.2 Presentation of local success stories	Város-Kép Ltd	2 600	Város-Kép (budget) Municipal funds NYIP budget	Feb 2026	Mar 2027 (first round)
3.3 City scholarship	Municipality of Nyíregyháza	13 100	Municipal funds	Mar 2026	Feb 2027 (first call)
3.4 Employer city brand	Nyíregyháza Industrial Park Ltd	3 200	NYIP budget Municipal funds	Jan 2026	Dec 2026 (brand dev.)
3.5 Entrepreneurial training programme	University of Nyíregyháza	2 630	University of Nyíregyháza (budget) Municipal funds	Apr 2026	Mar 2027 (pilot training)
3.6 Integration support for new residents	Municipality of Nyíregyháza	19 920	Municipal funds	Jan 2026	Dec 2026 (website concept)
Total for IAP		2 453 920 (soft elements: 113 920)			

4.4. Monitoring framework and process

Monitoring the implementation of the IAP **internally** is the responsibility of the **Nyíregyháza Industrial Park Nonprofit Ltd.** Since the implementation itself is also under the purview of this organization, **regular external evaluations** should be incorporated into the process as well to avoid bias and ensure reliable quality management.

Most of the actions are intended to set up procedures, programmes, and services that should be maintained and repeated for a long time, therefore, **reporting in the first few years of implementation** (in 2026 and 2027) **must happen quarterly** to provide adequate time for addressing issues that might hinder long-term sustainability – **after the first major evaluation at the end of 2026, reports can become semi-annual instead** (if deemed safe by the stakeholders).

The quarterly reports will be done using a **standardized reporting template** (see *Chapter 6.1*). The **main recipient** is the **Municipality of Nyíregyháza** (as the owner of the Nyíregyháza Industrial Park Ltd), but the **individual action reports** should also be **shared with the stakeholders who are involved in their implementation** (e.g., the Vocational Training Centre of Nyíregyháza should be able to see the progress related to the *3.3 City scholarship* action).

In addition to this quarterly reporting procedure, the **timetable** in *Chapter 4.1* should also be **updated monthly**, with a short explanation for any deviations that occurred (and are likely to occur), if any. **Sharing this update** with the Municipality and stakeholders directly is only necessary **if the changes and/or delays are significant enough** to affect them (e.g., if the Municipality expects to discuss regulatory support for the SME Audit but the necessary materials, like its methodology, will not be available on time for the relevant Council meeting). However, the updated timetable must be **accessible for everyone** to be safe – for example, it can be done in MURAL, with the link shared at the beginning with everyone who's involved in the implementation.

The **first major review** of the IAP should take place at the **end of 2026** – at that point in time, many of the actions will have been in progress for more than a year. The review should result in an **updated version of the Integrated Action Plan**, also **detailing the actions which are now only described broadly** or with some preliminary activities (e.g., *1.6 Key Account Management*, *SO2 actions*). This update will also include **realistic target values for the planned result indicators** which are as of yet uncertain due to the preparatory nature of many activities. **A review/evaluation must happen in every two years** – these are the occasions when external experts should be involved for a different point of view.

In case of major deviations, it is recommended to **organize a meeting** where the involved parties can discuss necessary measures – many actions in the IAP are interconnected, therefore, the ramifications of a delay in any of them must be carefully considered, and every affected stakeholder should be informed and invited.

Specific objective	RESULT INDICATOR			
	Definition	Baseline value	Target value	Source of information
Increasing the growth rate and competitiveness of local SMEs	Revenue of local SMEs (overall % increase + per employee)	<p>This section will be filled in at the time of the first major review on the IAP preparatory activities at the end of 2026. The baseline values will be for 2025/26 (depending on data availability), while the target values will focus on 2030.</p>		National (and city) statistics
	Investments of local SMEs (overall % increase)			
	Market share of local SMEs (overall % increase)			
	Average SME Audit score (city level)			Action 1.5 (SME Audit)
Increasing the number of new businesses and their productivity	Number of new businesses (overall % increase)			National (and city) statistics
	Revenue of new businesses (overall % increase)			
	Survival rate of new businesses (after 1, 2, and 5 years)			
Increasing the number of young people who stay in or return to the city	Age distribution of local citizens (% increase in the 19-35 age group)			University of Nyíregyháza
	Number of local university students (overall % increase)			
	Number of “interactions” (engagement) on the Youth Portal			Action 3.1 (Youth Portal)

Action	OUTPUT INDICATOR		
	Definition	Target value	Source of information
1.1 SME interview series	Interviews with SMEs	8 (2025) 20 (2026-)	Interview notes
1.2 Supplier programme and database	Database updates (annual)	1 (2025-)	Database software
	Networking events (annual)	1 (2026-)	Event documentation
	Participants	30 (2026) 50 (2027-)	Event documentation (e.g., attendance sheet)
1.3 "Learn from multinational companies!" Programme	Learning events (quarterly)	4 (2026-)	Event documentation
	Participants	110 (2026) 120 (2027-)	Event documentation (e.g., attendance sheet)
	Knowledge repository updates (quarterly)	4 (2026-)	TBD
1.4 Business Park	Area sold (cumulative number)	5 ha (2026 Q2) 10 ha (2026 Q4)	Contracts
1.5 SME Audit and Academy	Businesses audited	3 (2026) 20 (2027) TBD (2028-)	Audit results
1.6 Key Account Management	Team members (cumulative number)	<i>Baseline: 2 (2025)</i> 3 (2026) 4 (2027)	Employment contracts
2.1 Multifunctional entrepreneurial community space	Survey participants (same for 2.2 and 2.3)	50 (2026)	Survey answers
2.2 Launchpad service	TBD after 2026		
2.3 Mentoring programme	TBD after 2026		
3.1 Youth Portal and Outreach Programme	Students reached	300 (2025 Q4)	Event documentation
	Youth Portal registrations	+100 (2025 Q1-Q4)	Youth Portal data

3.2 Presentation of local success stories	People reached/engaged	3000 (2026 Q4)	Event documentation (e.g., attendance sheet) Napló readership data Social media metrics (Facebook, YouTube)
3.3 City scholarship	Scholarships awarded	10 (2026/27) 20 (2027/28-)	Selection results
3.4 Employer city brand	TBD after 2026		
3.5 Entrepreneurial training programme	Training participants	40 (2026) 80 (2027) 120 (2028-)	Event documentation (e.g., attendance sheet)
3.6 Integration support for new residents	Dedicated personnel	1 (2026)	Employment contract and/or task description

4.5. Overview and analysis of risks

	Definition	Likelihood	Impact	Prevention	Mitigation
Administrative risks	Inefficient coordination and communication between stakeholders can lead to delays, misunderstandings, and inefficiencies.	low	high	Establishing a dedicated project management team to oversee the implementation, setting clear responsibilities	<ul style="list-style-type: none"> - Holding regular meetings and using clear communication channels to address issues promptly - Using an online platform accessible by everyone (e.g., MURAL) to track tasks and deadlines
	Regulatory and administrative procedures delaying implementation (<i>Actions 1.4, 1.5, 2.1, etc.</i>)	medium	high	<i>During action planning:</i> <ul style="list-style-type: none"> - Identifying and eliminating unnecessary steps to streamline procedures <i>During implementation:</i> <ul style="list-style-type: none"> - Ensuring a fast-track approval process for critical parts of the IAP (e.g., <i>Action 1.5</i>) 	Monitoring the progress of administrative tasks closely and intervening when delays are identified
	Without clear political commitment , the project may lack direction and momentum.	medium	high	<ul style="list-style-type: none"> - Involving decision-makers in the action planning process - Providing clear value propositions for the IAP actions to ensure continuous support 	<ul style="list-style-type: none"> - Involving decision-makers in the actions (i.e., events) - Sharing success stories related to the actions

Financial risks	Deals with the expected funding sources might fall through or delays can occur in funding payments, causing cash-flow problems .	medium	high	<ul style="list-style-type: none"> - Building flexibility into the IAP to adjust to changing conditions - Securing funding commitments from multiple sources - Developing a detailed funding plan and cash-flow table 	<ul style="list-style-type: none"> - Monitoring finances closely and intervening if necessary, adjusting plans - Maintaining contact with funding sources to get timely information - Establishing a “reserve fund” to cover short-term funding gaps - Actively seeking alternative sources (e.g., EU grants)
	Budget overruns due to unforeseen expenses or cost escalation	low	high	Preparing an accurate budget which includes contingencies	Implementing strict financial controls and regular audits (as part of monitoring)
Operational risks	Delays in action timelines due to various issues (e.g., lack of HR, slow construction in <i>Action 1.4</i>)	medium	medium	Developing a detailed project plan with realistic and flexible timelines and resource allocation	Monitoring progress regularly and adjusting plans if necessary
	Staff involved in implementation may lack the necessary skills or knowledge , leading to inefficiencies.	medium	high	Conducting a thorough assessment of the skills and training needs to address gaps	<ul style="list-style-type: none"> - Offering ongoing support to staff - Hiring qualified professionals when expanding the team
Other risks	Negative perception due to project failures, delays, or the inherent changes	medium	medium	Communicating the benefits of the IAP clearly and widely	Addressing concerns transparently and promptly, engaging with stakeholders regularly

5. ANNEX: THE PLANNING PROCESS

5.1. Summary description of the planning process

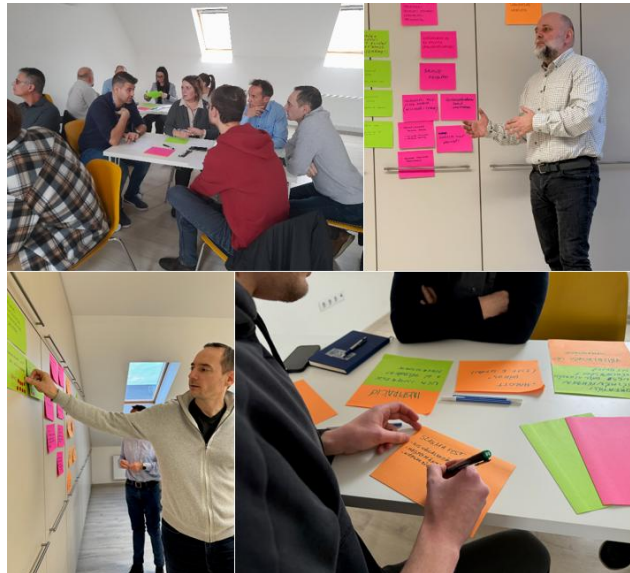
As mentioned in *Chapter 1.3*, **economic-business development** and investment promotion has been a priority in Nyíregyháza in the last 10-15 years, underscored by several national and transnational projects in the field (some of them under the aegis of the URBACT Programme), while the *TalentMagnet* project has brought **talent attraction and retention** to the spotlight and made it a – fairly recent – focus area of the city. Since the core of this IAP is to **create a vibrant entrepreneurial environment for young talents**, the C4TALENT network behind it was deemed as a **perfect combination of the two topics**, leading to the application process. It also provided **an opportunity to elevate the support of existing local businesses to the level of investment promotion activities in the city** – the latter is in a more advanced stage.

The IAP itself has been **in development since 2023**. **Phase 1** (June-December 2023) of the network was about creating a **baseline analysis** in every city and finding a proper focus for the document – *Chapter 1.4* is essentially a more detailed version of the information found in the resulting *C4TALENT Baseline Study*, to which input was provided by the partners through filling in a **detailed questionnaire about their city**.

Phase 2 encompassed 2024 and followed the **intervention logic** step-by-step, supported by **webinars and in-person meetings** (see *Chapter 5.3*) to ensure that the action plans are coherent. **Transnational learnings** were transferred to local level, **shared with the URBACT Local Group** (ULG – see *Chapter 5.2*) members and used in the local action planning process.

- **February 22, 2024:** After the **first ULG meeting in December 2023** which was an introduction to the network, this second meeting was explicitly about starting the background work on the IAP development – specifically, **defining the city's main challenges in the three intervention areas** presented in *Chapter 3*. To structure the process, the **OPERA method** was used – 5 minutes for individual thinking and listing problems, 15 minutes for group discussion, and 3-3 minutes for sharing the groups' conclusions. The resulting dialogue was inspired and passionate, leading to the third meeting less than one week later.
- **February 28, 2024:** During this meeting, the focus was on **finding solutions and evaluate what the city is already doing** in the field. Therefore, the ULG coordinator selected the **START-STOP-CONTINUE method** – the stakeholders were split into three groups to cover every intervention area separately then were encouraged to discuss ideas the city should consider in the future (START), existing practices that only hinder the situation (STOP), and efforts that should be carried on and maybe scaled up for even more positive results (CONTINUE). The plenary discussion at the end was closed with a **voting session** – the

participants had 5 votes individually **to select the best ideas**. After a clear winner emerged in all intervention areas, **the respective “owners”** of those ideas **were tasked with writing a 1-pager to summarize the details** of the suggested actions until the next meeting in March.



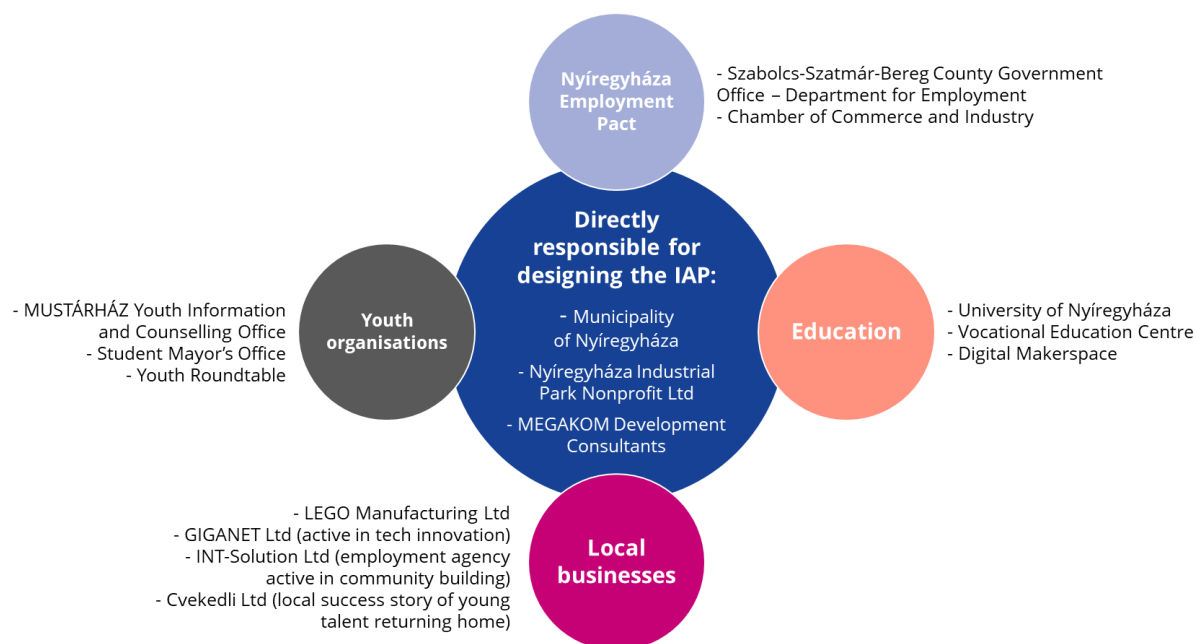
- **March 19, 2024:** The **idea owners shared their proposal** during the 4th meeting, but they were also **introduced to other intervention ideas** the project team has come up with based on the ULG discussions (i.e., a simplified version of the figure in *Chapter 2.4* was shown to them at this time).

After getting their approval and incorporating their suggestions, a **first conceptual draft** of the IAP was **shared with the network partners in Vilanova i la Geltrú in May** (during the 2nd Core Network Meeting). The written document itself – **Chapter 1 and 2**, to be exact – was **finished** based on the Lead Expert’s (LE) and the partners’ review **until the next network meeting at the beginning of October in Alghero**. In addition to the LE and partner peer reviews during that meeting, an URBACT Ad-hoc Expert was also commissioned to assist the evaluation of the IAPs – Alison Partridge with whom the Nyíregyháza project team has already worked together in the *TechRevolution* network. Based on her comments shared in November, Chapter 1 and 2 was **finalized at the beginning of January 2025** and then **peer reviewed** – once again – **by the partners** before and during the 4th Core Network Meeting **in Roeselare** (March 2025).

After the **first draft of the remaining chapters** – the detailed description of the actions (*Chapter 3*), the framework for their implementation (*Chapter 4*), and a summary of the planning process itself (*Chapter 5*) – was finished, **another peer review** took place **before and after the 5th Core Network Meeting in Centar Sarajevo** (June 2025), but this time done by different partners and another URBACT Ad-hoc Expert, Ed Thorpe. The **last evaluation** was done **by the Lead Expert**, resulting in the **final version** of the document.

5.2. Presentation of the ULG – its members and roles

Due to years of experience in participative projects, Nyíregyháza has created and operated several local stakeholder groups, covering various topics. Based on the ULG of the *TechTown* and *TechRevolution* networks as well as the local stakeholder group of the *TalentMagnet* project, the city had a list of possible ULG members they should initially reach out to – organizations that play (and should or might play) a fundamental role in retaining and attracting talents by creating a business and startup-friendly environment to counter brain drain.



Every member listed in the Application Form (AF) and the table below has received an **invitation** to attend the **first meeting on December 4, 2023**. To ensure their participation, they were also **contacted individually** – most of them by phone – **to share** with them some **key points about the topic** of the meeting **and how their organization could benefit** from engaging with the network. As a result, **18 representatives from 13 organizations** were present, and the event had three main sections:

- A **presentation by the Lead Expert** which was centred around **talent management and what makes a city attractive for young people** (including some *Mentimeter* questions to involve the audience and gauge their personal and professional opinion on the subject),
- Another **presentation by the Project Coordinator** to talk about the network itself – the **partners**, the **main activities**, and their **timeline**, and
- An **interactive session** where every participant shared their thoughts on what their organization might gain from and do for this network.

Interest in participating has waned by the time of the meetings in February and March (15 participants from 12 organizations, then 11 from 8, and finally 10 from 8), but those who remained were very enthusiastic about working together and pushed for **several meetings in a very short time** (3 in less

than a month). They were also very **active participants** – the details of their contributions were included in *Chapter 5.1*.

Involving them in the implementation hinges on **gathering sufficient political support around the IAP and specifically the actions they feel particular connection to** (i.e., the actions they worked on in detail during the meetings – *Actions 1.5, 2.1, and 3.5*).

Organisation	Relevance	Participation	Possible future role in the IAP
1. Municipality of Nyíregyháza	Lead Partner of C4TALENT	Present from the beginning, but no high-level decision-makers were involved so far	Responsible for creating and implementing the IAP
2. Nyíregyháza Industrial Park Nonprofit Ltd	Public agency owned by the city and tasked with local investment promotion and business support activities – the Project Coordinator is one of the Managing Directors	Present from the beginning, highly engaged in identifying and planning the actions of the IAP	Coordinating between the stakeholders, with several actions directly implemented by them within the framework of the organization
3. MEGAKOM Development Consultants	Local company with expertise in urban development; not included in the AF originally; external expert tasked with coordinating the ULG and local action planning (i.e., ULG coordinator role)	Present from the beginning, highly engaged in identifying and planning the actions of the IAP and writing the document itself	Might be involved as an external evaluator during implementation
4. Nyíregyháza Employment Pact	Partnership of regional actors established to address employment challenges on county and city level (demand-supply mismatch, etc.); its Employment Forum has become a validated URBACT Good Practice in 2024	Present and active from the beginning through its various partners (#1, #5, #9, etc.)	The URBACT Good Practice is the basis of a new Transfer Network which will continue in the footsteps of C4TALENT and can be used as a vehicle for implementing and scaling up certain IAP actions (e.g., <i>Action 3.4</i>).
5. Szabolcs-Szatmár-Bereg County Government Office – Department for Employment	Core member of the Employment Pact	See above	

6. University of Nyíregyháza	Providing valuable input regarding entrepreneurship education; its representative is the Director of Corporate Relations and Innovation	Present from the beginning, highly engaged in discussing the role of the university	Coordinating <i>Action 3.5</i>
7. Vocational Education Centre of Nyíregyháza	Providing valuable input regarding entrepreneurship education and talent management	Present from the beginning, interested in preparing actions and launching joint education initiatives	Already mentioned in relation to <i>Action 1.1</i> and <i>Action 3.3</i> , but most likely involved in <i>Action 3.5</i> as well
8. Digital Makerspace	Part of #7; educational space, open workshop; highly efficient and active in discovering and nurturing local talents; its representative is the idea owner of <i>Action 3.5</i>		Involvement in <i>Action 3.5</i> is very likely
9. Chamber of Commerce and Industry	County level self-government organisation of the entrepreneur community	Present from the beginning, interested in discussing the state of the local business environment, with a particular focus on access to services in rural areas	Involved through the URBACT Good Practice mentioned above
10. MUSTÁRHÁZ Youth Information and Counselling Office	Provides opportunities for young people to network; invited to become a contact point between the network and talents	Invited but did not participate due to the focus on entrepreneurship support	They have a connection to <i>Action 3.1</i> through their involvement in the <i>TalentMagnet</i> project.
11. Student Mayor's Office	Invited to become a contact point between the network and talents		
12. Youth Roundtable	Interest group and conciliation forum, invited to become a contact point between the network and talents		

13. Local businesses	LEGO Manufacturing Ltd – multinational company active in urban development and community building	Present only at the beginning but open to joint initiatives regardless	As a multinational company, they should become relevant partners in several actions (i.e., <i>Actions 1.2, 1.3, and 3.4</i>)
	GIGANET Ltd – local company actively engaging with tech innovation; idea owner of <i>Action 1.5</i>	Present from the beginning, highly engaged in identifying and planning the actions of the IAP	Involvement in <i>Action 1.5</i> but also other actions (see the entry above)
	INT-Solution Ltd – local employment agency very active in community building through a non-profit organization called LinkedIn Nyíregyháza ; idea owner of <i>Action 2.1</i>		They are already organizing regular small-scale events for local business owners – this is something the IAP should build on in handling its own events, especially <i>Action 1.3</i> .
	Cvekedli Ltd – local restaurant with young owners coming back to Nyíregyháza from abroad, offering valuable insights about the positives and negatives of the city		They are being considered as a volunteer test subject in <i>Action 3.2</i> .

5.3. Role and impact of transnational learning

The URBACT methodology had a profound impact on the local action planning process, resulting in this IAP. The **topic** itself was a priority, and **participation** is already an important aspect of urban development in the city due to the many projects that required it and therefore made it common and accepted.

However, some elements of action planning were made clearer by the **webinars** in the first half of 2024. One of the new approaches to strategic planning was the creation of a **more specific vision**. Before this project, visions of the city are tended to be either banner-like (e.g., “Nyíregyháza gives more”) or very general (i.e., “Nyíregyháza in 2030 is modern, liveable, and sustainable.”). One of the webinars (Webinar 3 on May 7, 2024 – Vision, Generating Ideas) offered an alternative way of creating a vision – **specifying the state of the city in the future by offering statistics based on real data and more concrete outcomes**. As a result, the vision of the IAP now has a **shorter boiler-plate version that is useful for attracting attention** and a longer one that describes the exact state of the city the team would like to achieve, even including indicators to measure success.

The learnings from the **in-person transnational meetings** were also crucial in forming the final details of the actions.

- *Alytus – November 22-23, 2023*: Identifying and inviting the **“unusual suspects”** to the ULG – previous groups in URBACT were very administrative, involving mainly large institutions. Now the ULG also includes the **owners of smaller companies who are very local-minded and ready for change**.
- *Vilanova I la Geltrú – May 28-30, 2024*
 - **“Intangible things can make a lot of difference.”** When talking about the local entrepreneurial environment, a physical location often comes up automatically – a place where people can work, meet, network, receive support, etc. However, the **MasterClass of Alison Partridge and Tracey Johnson** during this meeting highlighted that **not every city needs a hub** – some remain empty after they are built, unfortunately, because the concept behind them wasn't very strong. Therefore, the Nyíregyháza team was very careful when planning *Action 2.7 Multifunctional entrepreneurial community space* – **before committing to anything, an extensive survey is needed** about the exact demands of the target group, and **a list must be compiled from already existing locations** that are not utilized properly (or completely) to avoid the creation of a new building unnecessarily. The **visit to Norrsken Barcelona House** provided a positive example for the concept.
 - Another learning of the MasterClass was that business culture is about *“curating chaos or serendipity”*. **Local authorities need to understand when to step in** with direct action/coordination **and when to stay in the background while still supporting**

smaller initiatives that are outside of their purview. Due to this, the team attempted to **map ongoing activities and examine how they can be built upon** in this IAP (e.g., an initiative of one of the ULG members was expanded to become *Action 1.3 "Learn from multinational companies!" Programme*).

- *Alghero – October 1-3, 2024*
 - The **MasterClass of Marcus Andersson** offered valuable insight about talent management, emphasizing the importance of branding and how young talents are increasingly looking for the **"coolness factor"** of cities – **having a unique selling point is crucial to attract and retain people**. This learning inspired the inclusion of new actions in the IAP (*Action 3.3 City scholarship, Action 3.6 Integration support for new residents*) and changed others (e.g., *Action 3.1 Youth Portal and Outreach Programme, Action 3.4 Employer city brand*) to reflect the fact above. In the case of *Action 3.4*, the MasterClass made it clear that **examining good examples before committing to anything specific** is the way to go, therefore, this was included as the first activity within the action. Some good practices were also offered up by the partners – the representative of Varberg sent out a list of interesting materials that are exemplary ways of city branding (e.g., [Örebro](#), [Halland](#)).
 - During the MasterClass, the partners were repeatedly **cautioned against organizing standalone events, at least not without significant preparation and follow-up to guarantee sustainability**. In line with this, several related actions (e.g., *Action 1.2 Supplier programme and database, Action 1.3 "Learn from multinational companies!" Programme*) were detailed in a way to ensure that **events are repeated regularly, creating a coherent and ongoing system** for everyone – whether they are part of the business community now or join it later.
- *Roeselare – March 18-20, 2025*
 - The topic of **Martin Boisen's MasterClass** was **place branding**, which is directly related to *Action 3.4 Employer city brand* of this IAP. The presentation clearly delineated the difference between several definitions related to branding (place marketing, place promotion, and place branding, to be exact) which will have an impact on the way **the employer city brand** is communicated and what it **should** be based on and **take into account: the brand the city already has** (which city promoters often forget about and disregard instead of carefully consider and work around). **Strong associations already exist about Nyíregyháza as a place of work and that should be examined** before deciding what reputation the stakeholders want to convey – the two might be in direct contradiction after all, which should be addressed.

- *Centar Sarajevo – June 17-18, 2025*
 - The **online MasterClass of Ed Thorpe** focused on an important task of the partners: **how to create a short version of the IAP** (which – in its original form – is most likely longer than 50 pages and in some cases reaching 100). **Visualizing the intervention logic** took center stage – the Ad-hoc Expert showcased **examples from other networks** that could be adapted by C4TALENT partners. **A summary version of Nyíregyháza's IAP was created in September based on these recommendations.**
 - The session also included a **self-review of the integrated approach** – whether the IAP presents it well (or at all) from different aspects (e.g., sectoral integration, integration of cross-cutting issues). Based on this evaluation, it was decided that a **new section** is needed **in the action tables of Chapter 3 to properly describe how horizontal topics** (i.e., digitalization, environmental awareness, and gender balance) **are taken into account** (where relevant).
 - A local entrepreneur facilitated a **workshop** during the meeting, where **Canva** was introduced as an option to **create highly visual and attractive infographics about the IAP** – its templates can even be used to visualize the intervention logic (discussed during the MasterClass). **In September, two infographics were created to summarize Nyíregyháza's IAP:** a shorter one to capture the attention of viewers and a longer one with more details.

5.4. Testing actions and key learnings

Action 3.1 Youth Portal and Outreach Programme is the continuation of an initiative which was implemented within the *TalentMagnet* project: establishing and maintaining a database which the city can use to remain in touch with talented young people who leave Nyíregyháza to study or work elsewhere – and to attempt to attract them back with targeted messages. There were **hesitancy around the reaction of the target group** – some believed that in today's market (which is saturated with newsletters and other, often unwanted contents) most would be hard-pressed to register to a government database to receive e-mails and/or notifications. However, others hypothesized that **if an attractive value proposition is provided, young people will be interested and can be motivated** – with the right approach – **to register**. An easy way to test this was to **organize personal visits to selected schools** during which the Youth Portal could be presented in various ways, **gauging the students' interest and identifying the best methods to increase it**.

After the Portal website was created, negotiations started with the **Vocational Training Centre** to agree on a list of schools that could be involved. The Training Centre's cooperation meant that the project team didn't have to coordinate with the schools separately (since the Centre did it for them) – only a phone call was needed the day before to confirm the event.

The presentation slides were reviewed between events based on feedback from the schools and the team's own experiences. **Two people were responsible for moderating the visits** – one presenting the Portal while the other monitored the audience's reactions, so they could flexibly shape the dynamics, adapting to the mood of the given group. The results were varied: there were schools where students had a more passive attitude, while in others they asked questions and provided honest feedback.

The **event series in April 2025** had the following locations and approximate participation numbers:

- April 7 – Sipkay Barna Vocational School (approx. 100 participants)
- April 8 – Bánki Donát Technical College (approx. 80 participants)
- April 9 – Wesselényi Miklós Technical College (approx. 100 participants)
- April 10 – Inczédy György Technical College (approx. 100 participants)
- April 11
 - Széchenyi István Technical College (approx. 120 participants)
 - Bencs László Vocational School (approx. 20 participants)
- April 14
 - ÉVISZ (approx. 70-80 participants)
 - Zay Anna School of Health (approx. 60 participants)



As the week progressed, the presentations were continuously refined. Based on feedback from the students, the project team not only gained new registrations, but also useful insights, e.g., about the flow of the event and the content of the slides. However, despite the vibrant conversations, **the number of registrations haven't reached the expected target** – it's clear that **other methods/approaches are needed** (at least in the case of vocational schools). The project team is planning to **organize a second round among general high schools** (i.e., grammar schools) in the city, and not just among the graduating classes, but **also the 11th graders**. This will provide a **basis for comparison and for creating an effective communication plan for the future**.

6. SUPPORTING DOCUMENTS

6.1. Action monitoring template

PERIOD										
MADE BY										
The following sections should be filled in ONCE FOR EVERY ACTION of the IAP.										
NAME/TITLE OF THE ACTION										
Action summary (500-1000 characters)	You can copy the relevant part(s) from the IAP here.									
Progress description (1500-2000 characters)										
Please indicate the rate of your progress by marking one of the options below.										
10%	20%	30%	40%	50%	60%	70%	80%	90%	100%	
Stakeholders involved	List of organizations and their task(s) in this period									
Outcomes achieved (500-1000 characters)	Schedule and related milestones (past) List of outputs and deliverables (achieved)									
Outcomes to be achieved (500-1000 characters)	Planned schedule and related future milestones Remaining outputs and deliverables									
Risks – past and future (e.g., delays, lack of resources, deviations from the initial plan)										