Integrated Action Plan

FOR THE DEVELOPMENT OF YOUTH WORK IN VESZPRÉM

NEXTGEN YOUTHWORK URBACT APN PROJECT • 2025-2032

URBACT

Co-funded by
the European Union
Interreg

REYouth
VESZPRÉM

TABLE OF CONTENTS

LIST OF ABBREVIATIONS

A1, A2...	Action 1, Action 2...
ADAMB	Alcohol and Drug Support Ambulance Association
ÁSK	Victim Support Centre
BEIK	Budapest European Youth Centre
CSSK	Veszprém Family Support and Child Welfare Integrated Institution
EIC	European Youth Goals
EKF	European Capital of Culture
EKMK	Eötvös Károly County Library
FVS	Sustainable Urban Development Strategy
GYIÖT	Association of Child and Youth Self-Governments
HEP	Local Equal Opportunities Programme
HH	Disadvantaged
HÖK	Student Union
ICST	Integrated Action Plan
IKSZ	School Community Service
KLIK	Veszprém District Education Centre
MCS	Working Group
MFOI	Hungarian Development Promotion Office
MMSZ	Hungarian Maltese Charity Service
MTVSZ Ifjúsági Csapat	Hungarian Association of Nature Conservationists – Youth Team
NIT	National Youth Council
NGYW	NextGen Youth Work
PE	University of Pannonia
PE-HTK	Faculty of Humanities, University of Pannonia
PE- IK	Faculty of Information Technology, University of Pannonia
PE-GTK	Faculty of Economics, University of Pannonia
SC1, SC2...	Strategic Goal 1, Strategic Goal 2...
SDG	Sustainable Development Goal
SNI	Special Educational Needs
TSI	Institute of Physical Education and Sport, University of Pannonia
ÖK	Municipality of Veszprém
VEB2023	Veszprém Balaton 2023 Jsc.
VEDIÖK	Veszprém Student and Youth Self-Government
VÉF	Veszprém Archiepiscopal College
VÉF – SZTT	Department of Social Studies, Veszprém Archiepiscopal College
VIP	Veszprém/City Youth Dialogue
VSZC	Veszprém Vocational Training Centre
VVI	Veszprém Urban Development and Innovation Ltd

EXECUTIVE SUMMARY

Mónika Sótonyi
Vice-Mayor for Human Affairs

Our Future Depends on Young People!

Let us place them at the heart of our thinking when we consider the future of our city responsibly. Because:

- They can shape demographic trends and help counteract population ageing through starting families and having children.
- Their work ensures economic stability, allowing the inactive (the elderly and children) to feel secure.
- The attitudes, mental wellbeing and creativity of young people will determine how Veszprém will be able to respond to social challenges that arise in 10–20 years' time.
- We must draw young people's attention to the importance of active citizenship and motivate them to take part – after all, it is their future that is at stake, which ultimately affects us all.
- It is crucial for Veszprém to remain an attractive city with a forward-looking vision – one that retains or attracts young people who are dedicated, feel a sense of belonging, and can truly call Veszprém their home.

Living in VESZPRÉM should be COOL for young people – both in the short and long term. They should feel that their opinions matter here, that they are listened to, and that their perspectives are taken into account. It should be worth staying or moving here, living, working, and starting a family in Veszprém!

To achieve this, we need well-trained professionals, youth workers and peer helpers – supported by decision-makers – who collaborate effectively and offer guidance and assistance to young people in both physical and digital spaces.

Youth workers can perform their tasks most effectively when they cooperate with educational institutions, parents, the business sector, and active young members of the community – always responding to the needs of local youth. It is equally important that, in the digital space, they engage with young people in their own language and on their preferred communication channels, within a safe environment, involving them in every stage of planning and development that affects them.

This document was prepared within the framework of the **Next-Gen YouthWork** project, with the contribution of a professional and a youth working group, incorporating international experiences, and produced in both Hungarian and English.

The purpose of this **Action Plan** is to provide practical tools for improving the work of local youth workers, thereby complementing Veszprém's Youth Strategy in this field. It defines a vision for the future and identifies strategic objectives, areas of intervention, and concrete proposals for action, with detailed descriptions of the most important ones. It also includes recommendations for key elements required for implementation, making it suitable both for carrying out the proposed actions and for further joint, integrated planning.

One of the key elements is the **organisational framework**: ideally, the driving force behind it would be a full-time, strategically minded, coordinating professional based within the Mayor's Office, supported by a junior intern. This person would act as a bridge between youth work professionals, municipal decision-makers and young people, through an interdepartmental working group and the city's Youth Round Table involving local stakeholders.

1.

Context, Needs and Overall Vision

1.1

The URBACT Programme and the NextGen YouthWork project

The URBACT programme, funded by the European Union and running for over two decades, facilitates the exchange of experiences between European cities in the field of sustainable urban development. Beyond sharing inspiring international good practices, this network-based collaboration also focuses on developing the skills of local stakeholders and strengthening their cooperation. It achieves this by requiring the active participation of stakeholders in the planning and implementation of urban development actions, providing them with methodologies, expert guidance and training. However, the programme does not finance the interventions themselves; it supports only the joint planning process and the execution of one or two pilot actions.

The programme adopts an **integrated approach**, supporting solutions that span policies and horizontal dimensions—environmental, economic and social—while facilitating collaboration at local, regional, national and EU levels. URBACT IV, covering the 2021–2027 period, has incorporated policies focused on digitalisation, green development, and gender equality into its programme.

The aim of the **NextGen Youth Work URBACT Action Planning Project** was to create an **Integrated Action Plan (IAP)** centred on effective, hybrid youth work—delivered both in physical spaces and digitally, and coordinated across these domains—drawing on good practices observed within the project and involving local stakeholders in the process.

As young people are increasingly spending larger portions of their time in the digital sphere—a trend that carries growing risks to their mental health and other areas—it is essential that youth workers address this challenge, seizing the opportunity to reach and support young people effectively online, while offering access to services in physical spaces where necessary. This requires them to adopt new methods, tools and a greater degree of openness.

Within the action planning network, Veszprém's partner cities included Eindhoven (Netherlands), Aarhus (Denmark), Cartagena and Viladecans (Spain), Iași (Romania), Klaipėda (Lithuania), Oulu (Finland), Perugia (Italy) and Tetovo (North Macedonia). The project's one- or two-day study visits provided participants with the opportunity to explore each city's good practices.

Each partner city operated a **local professional working group**, where municipal and local experts collaborated with young people to design the main elements of their city-specific Integrated Action Plan (IAP) and to test small-scale actions. In Veszprém, the professional working group met almost monthly in 2024–2025, with 15–20 participants, including several young people. A local youth working group of 5–10 members occasionally joined the planning process, and larger numbers of young people took part in the two pilot actions.

	MENTAL HEALTH AND OTHER SOCIAL SERVICES
ORGANISATIONS WORKING WITH YOUNG PEOPLE	Veszprém Family Support and Child Welfare Integrated Institution (CSSK), Alcohol and Drug Support Ambulance Association (ADAMB) Veszprém Victim Support Centre (Ministry of Justice), Kapaszkodó Mental Health Association, **AutiSpektrum Association,** Veszprém County Csolnoky Ferenc Hospital – Child and Adolescent Psychiatric Outpatient Clinic and Care
	EDUCATIONAL INSTITUTIONS **Veszprém Archiepiscopal College (VÉF),** Department of Social Studies, Digital Knowledge Centre, Veszprém Vocational Training Centre, Veszprém District Education Centre
	OTHER ORGANISATIONS Veszprém Police Department, **ZUG Youth Community Space (EKM Library)**, VEB2023 Jsc., Veszprém County Government Office, Veszprém District Office, Employment Department
YOUTH ORGANISATIONS AND INDIVIDUAL YOUNG PEOPLE	**Veszprém Student and Child Self-Government (VEDIÖK), University of Pannonia Student Union (PEHÖK), Veszprém Archiepiscopal College Student Union (HÖK), Secondary school students**
DECISION-MAKERS AND MUNICIPAL ACTORS	Deputy Mayor responsible for Youth Policy, Chair of the Public Education, Youth and Sport Committee, **Sports Officer responsible for Youth Affairs**, Social Officer, **Coordinator of International Youth Projects**

*Figure 1: Members of the NextGen YouthWork professional and youth working groups – **in bold: also participated in the youth working group***

1.2

The Purpose and Current State of Youth Work

The aim of youth work is to prepare young people aged 13–35 for a healthy and responsible adult life. It primarily operates outside the formal school system, placing particular emphasis on supporting disadvantaged young people. Services associated with youth work are free of charge and accessed voluntarily. Youth work adopts a supportive and facilitative approach, promoting grassroots and self-organised initiatives, and fostering a partnership-based relationship between youth workers and young people. It provides a wide range of services, including information, guidance, prevention, community-building, developmental and leisure activities. According to the Council of Europe, youth work encompasses a broad spectrum of social, cultural, educational, environmental and/or political activities conducted by, with and for young people, either individually or in groups. These activities are delivered by paid or volunteer youth workers and focus on young people's participation and voluntary engagement, relying on non-formal and informal learning processes. The ultimate goal is to promote active engagement of young people in community life and decision-making through collaboration with peers and their social environment.

1.2.1. Youth Work in Hungary

The English-language Situation Analysis Document produced for the project summarises the national and municipal context of each participating city, as well as local good practices in the field of youth work. In Hungary, from 2023 onwards, youth work rests on three pillars: local, grassroots youth communities; civil organisations, typically project-funded through government or EU support; and State infrastructure, coordinated by the Deputy State Secretariat for Youth Affairs within the Ministry of Culture and Innovation.

There is currently no standalone national youth strategy. A key public actor is the Tempus Public Foundation, which, as the Erasmus+ National Agency, oversees international cooperation programmes and projects related to youth, education, training, and the EU. Important non-governmental actors include umbrella organisations such as the National Youth Council, the National Association of Youth Service Providers, and the Association of Child and Youth Self-Governments.

The Budapest European Youth Centre (BEIK) focuses on human rights education within youth policy and practice across Europe, including Hungary. Professional conferences and webinars organised by these organisations provide opportunities for youth work practitioners to network, share knowledge and experience, explore good practices, discover funding opportunities, and engage with research findings.

1.2.2. The Current Situation in Veszprém from the Perspective of Young People

Veszprém is a medium-sized city near Lake Balaton and the county seat, with a population of approximately 56,000, of which around 20,000 are under 35 (2022). As an important regional centre on the northern shore of the Balaton, its services extend beyond municipal boundaries. In 1994, Veszprém had 66,000 inhabitants, decreasing by 10,000 to 56,000 in 2022. The city is ageing, with the number of residents under 30 declining by 31% over 17 years, from 20,875 to 14,321.

The changes in age-group distribution over recent decades are clearly illustrated in Fig 2.

Veszprém population age groups from 1949 to 2022 (number of persons)
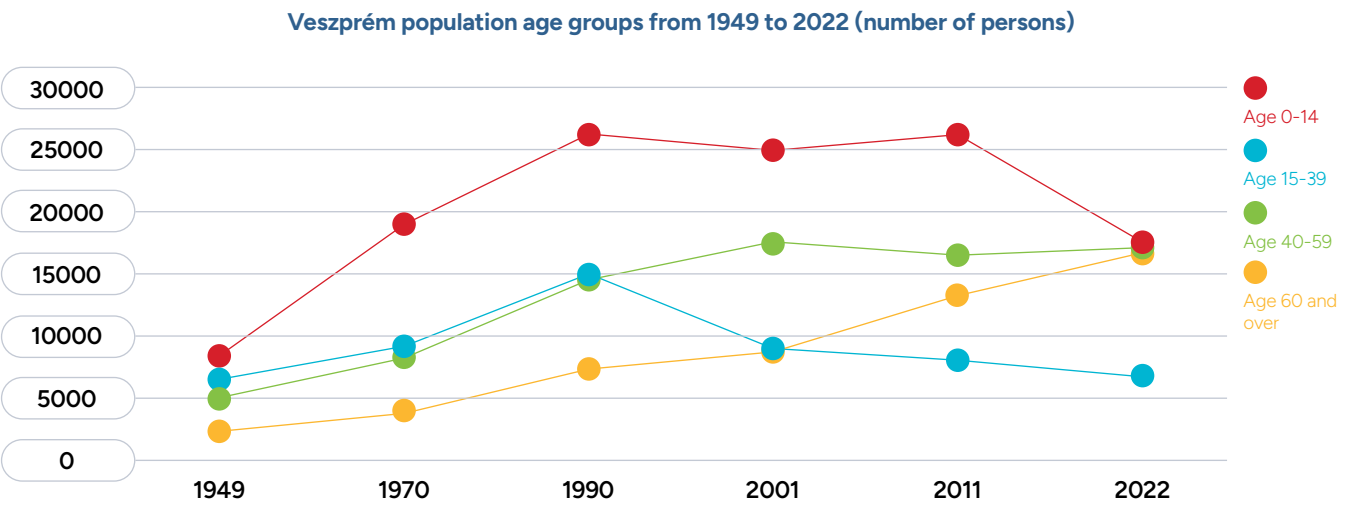
Source: Ageing Policy Concept 2012. Ageing Policy Concept and Long-Term Strategy of the City of Veszprém. Municipality of Veszprém data provided by the Municipality of Veszprém. Note: Data for the years 1949–2011 are based on the 2012 Ageing Policy Concept. Data as of 1 January 2022 are provided by the Municipality of Veszprém.

According to a 2022 survey targeting young people living in the city, only 8.2% of them wish to remain in Veszprém: 21.5% of 13–25-year-olds envision their future abroad, while 15.4% would move to another hungarian city.

Where do you think you will live in 10 years?

Fig 3. Plans of Young People in Veszprém Regarding Their Place of Residence in 10 Years
Source: Youth Strategy of the City of Veszprém (2023:22)

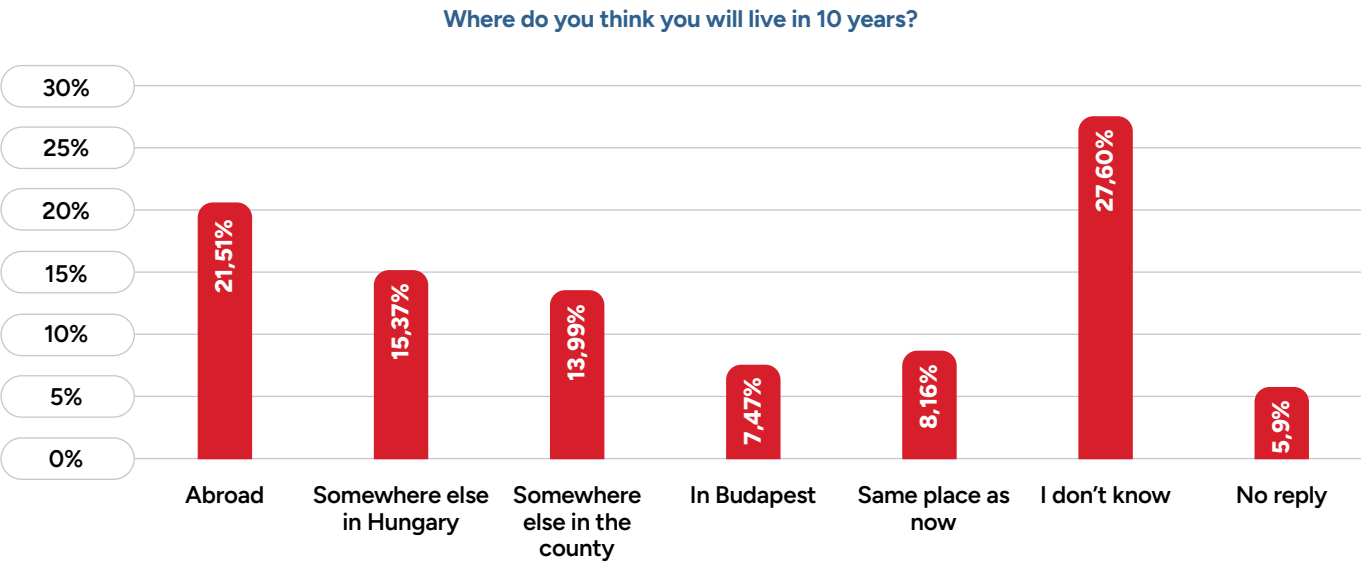The plans of young people to leave the city are underpinned by several factors: limited local employment and housing opportunities, shortcomings in urban community life and leisure provision, educational offerings that do not always meet young people's expectations, and the high cost of living.

Despite these challenges, nearly a dozen organisations in Veszprém work with young people. However, their collaboration with the municipality and the scope of their services require further development, and there is a pressing need to expand or enhance their digital offerings. Youth-focused organisations cover a wide range of areas, including culture, environmental protection, mental health services, victim support, student counselling, support for young people with disabilities, prevention and treatment of addictions, support for disadvantaged youth and the development of digital skills.

Youth outreach work in Veszprém is relatively fragmented, involving multiple institutions. CSSK school social workers provide support within schools, family support workers engage with young people under their care, and the Érted Youth Club, launched in the summer of 2024 as a pilot project, delivers primarily event-based outreach activities. In addition, the Maltese Charity Service and ADAMB are responsible for outreach and support for young people who are disadvantaged or struggling with addiction. However, there is no street-based or digital youth work comparable to that seen in Finland or the Netherlands, where practitioners actively engage with young people in public spaces, at festivals and online.

The new "Zug" youth community space, launched in 2023, remains relatively unknown, and there is a greater need for youth social services that help young people develop their social skills. Opportunities for young people to meet each other or connect with professionals are limited, and there are few wellknown, protected online or offline spaces in which they can engage with one another. Existing facilities are underutilised, and awareness of them among young people is low.

A one-stop youth information and service centre, tailored to the specific needs of young people, is also absent. While information is available through various scattered organisations and institutions, it has limited visibility, does not adequately reflect the specific situations and challenges of young people, and is not always aligned with their preferred communication styles. A dedicated Youth Centre would significantly enhance the transparency and coordination of existing services and foster cooperation among the organisations involved.

There is also a lack of a unified, youth-friendly digital platform where local offline youth services and leisure opportunities could be accessed. Digital channels are currently very rarely used to deliver youth services, and developing these channels, integrated into a single platform, would create new opportunities to reach young people and provide tailored, personalised services.

In general, all staff members of service-providing organisations, and in particular youth workers, as well as the disadvantaged young people whose access is restricted, require multi-level, layered digital training. Such training would enhance their digital competence and openness, enabling them to deliver digital services, access and utilise these services effectively, and recognise potential risks in the online environment.

There is also a need to identify the risks of digital dependency, so that it is possible to detect when problematic use has reached a critical level and to ensure that appropriate support and pathways to intervention are readily available.

1.3

Related Strategies and Policies

Youth work has developed in varying ways across Europe, with differences further shaped by the uneven levels of digital transition. Nevertheless, both youth work and digital transformation occupy a prominent place within European policy. In 2018, the European Commission articulated the **European Youth Strategy**, aimed at engaging, connecting and empowering young people, and in 2020 it published **Shaping Europe's Digital Future**, which focuses on digital transformation for the public good and the promotion of an open, democratic, and sustainable society. Other relevant European-level documents include **Digital Youth Work** (Council of Europe, 2019) and the **Recommendations on Youth Work** (Council of Europe, 2020).

At the national level, Hungary has no dedicated strategy for youth work, and the **National Youth Strategy** mentions youth work as one of the key youth services that plays a decisive role in youth development. The strategy calls for greater recognition of youth work and the development of a local-level catalogue of criteria. Additional relevant national strategies include the **Hungary Digital Wellbeing Programme**, the **Hungarian Digital Child Protection Strategy,** the **Digital Education Strategy**, the **National Digitisation Strategy** and the **Dobbantó Programme**.

Several of the strategies developed by Veszprém are closely or broadly related to the situation of young people and youth workers. The following highlights a few key examples, emphasising their core elements and how they address the challenges outlined above.

The **Veszprém Youth Strategy (2023)** emphasises the need to develop youth work both in physical and digital spaces. With regard to digital youth work, the document notes the national chal-lenges previously mentioned: youth workers need to acquire new skills, knowledge, and an open attitude to effectively reach young people in digital environments. Another related aspect of the strategy is the need to rethink the concept of existing community spaces, adapting them to young people's needs and designing new spaces accordingly. The strategy's renewal was informed by a comprehensive youth survey and a series of youth workshops.

One proposed measure in the document is the creation of a **Youth Information Centre,** or, more comprehensively, a **House of Youth Services**, which, in addition to offering a wide range of services, would focus on developing young people's digital competencies (including safe online practices), social skills, and civic engagement. Another recommendation is to promote the use of digital tools among youth workers, alongside establishing a **digital youth platform** to improve information flow and increase access to services.

The **Veszprém Drug Strategy (2022–2025)** addresses behavioural addictions, identifying internet and online gaming addiction as the most significant behavioural dependency. The strategy includes developing a rapid addiction assessment tool and an advisory methodology.

The Local Equal Opportunities Programme (2023–2028) is an action plan based on an analysis of disadvantaged social groups, with particular attention to women, those living in extreme poverty, Roma communities, people with disabilities, and both children and older adults. The youth population is considered alongside children as a target group, with overlaps with other groups apart from the elderly.

For disadvantaged young people, the strategy emphasises the importance of acquiring and accessing digital skills within the education system. It also addresses active employment policy measures targeting youth, such as enhancing competitive skills and providing wage, training, travel, and housing support. In terms of mental wellbeing, the measures include youth programmes, self-awareness training, the availability of addiction-specialist professionals, and motivational out-of-school and leisure activities to increase opportunities and engagement.

The **Veszprém 2030 Urban Development Strategy** recommends developing programmes to enhance digital competencies for all public service staff, as well as for disadvantaged youth, school dropouts, and those not engaged in employment, education, or training. To support these measures, a **Digital Wellbeing Centre** should be established. **CODE – Centre of Digital Experiences** opened in March 2025 in Veszprém, showcasing achievements in science, technology, and the arts in a digital environment.

The **Sustainable Urban Development Strategy (2021–2027)** identifies five areas of development, including **Digital City**, intelligent living, governance, mobility, environment and people. Although digital youth work is not explicitly mentioned, it can be indirectly linked to these strategic priorities.

Smart City Strategy (2024–2030) The vision of the strategy derives from the Sustainable Urban Development Strategy, with the principal aim that by 2030 Veszprém will be "a city of harmony, high quality of life, and strong communities, offering unpar-alleled conditions for a balanced, peaceful and free life." It references the relevant intervention proposals of the **Youth Strategy**, notably the creation of a youth information platform, a mobile application and a youth map, which can be most closely linked with smart city solutions. However, it does not incorporate the intervention measures related to digital youth work listed in the Youth Strategy.

The Smart City Strategy's intervention proposals relevant to the present Action Plan include the development of a unified city platform accessible both via a mobile application and online, the creation of a city app and the integration of a city card into the platform, the establishment of a participatory city platform module and the incorporation of municipal public service providers into the city platform.

Regarding the overarching strategies mentioned, it is evident that they consistently aim to position Veszprém as a city of high quality of life and strong communities. Achieving this requires providing an attractive environment and a positive, compelling future vision for young people starting their careers and those relocating to the city. Central to this goal is the development of youth work, with particular emphasis on digital youth work, the enhancement of youth spaces, the promotion of equal opportunities, and the management of addictions.

1.4

Identifying the problem

1.4.1. Challenges in the Lives of Hungarian Youth

The daily lives of Hungarian young people, much like those of their European peers, are increasingly shaped by complex and multifaceted challenges..

The high demands of the education system, combined with uncertainty in the labour market, exert constant pressure on them, while their outlook for the future is often unclear and unpredictable.

The inclination to start a family is also showing a declining trend, as many young people feel uncertain about their economic situation, face difficulties in finding a partner and consequently are increasingly postponing having children.

Maintaining mental health is becoming an increasingly significant challenge. The pressure to perform, competitive environments and an uncertain future are causing anxiety and stress in a growing number of young people. Services that could offer support are not universally known or accessible. (This is due to fear of stigma, the high cost of private services and the overburdened and inflexible nature of public services.)

When it comes to further education and entering the workforce, many young people are already confronted, by the end of secondary school, with the question of whether their chosen profession will provide a secure livelihood in the long term. An increasingly pressing dilemma is whether to try to make a life for themselves in Hungary or to seek better opportunities abroad.

Young people's communal life is also undergoing a transformation. Thanks to digitalisation, maintaining relationships has largely shifted online, which facilitates the flow of information but also heightens feelings of isolation and loneliness. Social engagement appears to be declining as well, with fewer young people participating in voluntary work or public life.

According to a 2020 study, the foremost concern for young people has become uncertainty and an unpredictable future, while the lack of friendship circles and community ranked fourth.

Economic difficulties and rising housing costs are making it increasingly challenging for young people to start an independent life. In 2019, 62% of 18–34-year-olds in Hungary were still living with their parents, compared with 50% in 2005 (source: Hungarian Central Statistical Office, KSH).

All of this is contributing to a serious demographic crisis in Hungary's ageing society, where the ageing index — which indicates how many older people (aged 65 and over) there are per 100 children (aged 0–14) — continues to rise.

Ageing Index
(expressed as a percentage)
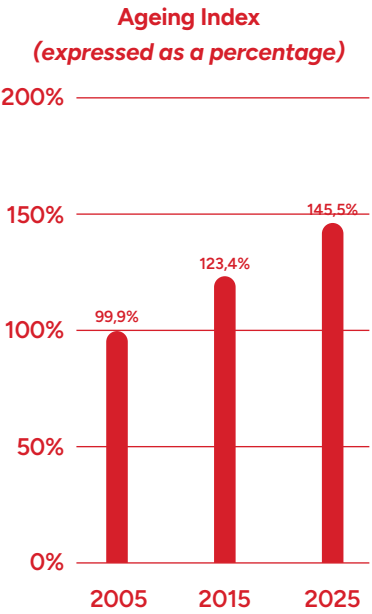
Fig 4: Changes in the Ageing Index in Hungary
Source: Hungarian Central Statistical Office (KSH)

1.4.2. The Situation and Perspectives of Youth Workers in Hungary

According to a 2023 study by the Association of Children's and Youth Municipal Councils (GYIÖT), youth workers play a pivotal role in supporting young people in Hungary, yet they themselves face numerous challenges. One of the sector's most pressing issues is the low number of professionals, due to the following reasons:

Low salaries, lack of social recognition and career attrition.

Project-based funding, no state support, work carried out on a voluntary basis.

1 LOW PRESTIGE
2 LACK OF RESOURCES
3 LACK OF AWARENESS
4 LACK OF TRAINING

Weak professional representation.

No standalone degree; difficult to reach young people, e.g., lack of training in digital youth work.

Fig 5: The complex reasons behind the low number of youth work professionals. Source: GYIÖT

Additional challenges faced by youth workers:

- The increased complexity of navigating the digital space and its impact on face-to-face interactions and communication, which constrains opportunities for offline connection.
- The lack of appropriate digital platforms and tools to effectively reach young people.
- The digital divide, which prevents disadvantaged youth from accessing digital resources.
- Workforce shortages within youth services and the uncertain long-term sustainability of these services.
- Difficulties in engaging, involving, and supporting young people with special educational needs or disabilities in a meaningful way.

Despite these challenges, members of the professional community demonstrate remarkable creativity and commitment, and they concur that youth work should play a central role in supporting young people, with adequate resources allocated to achieve this.

1.4.3. SWOT analysis with a focus on youth work – digital youth work in Veszprém

According to a 2023 study by the Children and Youth Municipal Association (GYIÖT), youth workers play a key role in supporting young people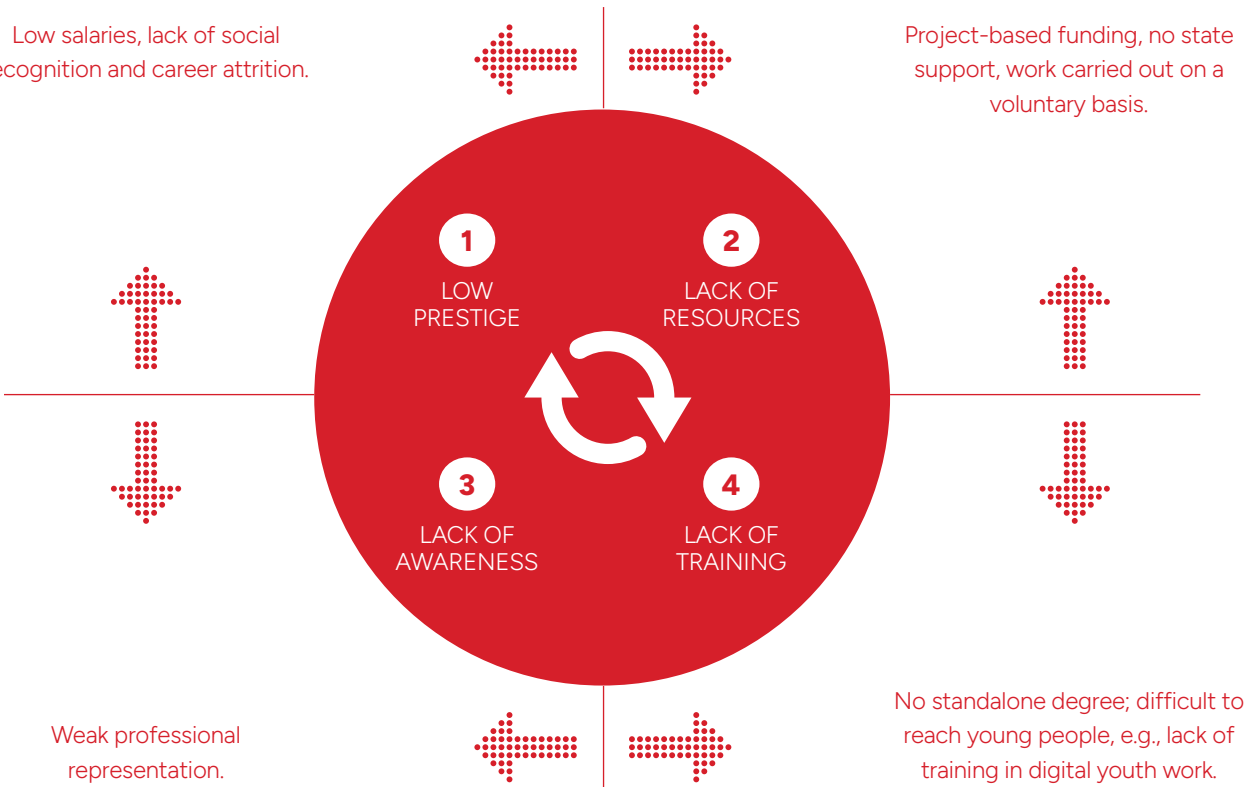 in Hungary, but they themselves face a number of challenges. One of the biggest problems in this area is the low number of professionals, for the following reasons:

STRENGTHS
- Openness and innovative mindset of decision-makers: Europe's Sports Region 2026, European Capital of Culture 2023, finalist in the European Youth Capital 2024 bid.
- Professional network – collaboration – knowledge: NextGen Working Group, City Youth Roundtable, Érted Youth Club.
- Educational hub: 10 secondary schools, 1 university, 1 college, CODE CREATOR (Digital Knowledge Centre).
- Favourable geographical location (close to Lake Balaton) and economic potential.
- Veszprém Youth Strategy 2023.
-

WEAKNESSES
- Gaps at the decision-making and coordination level: human capacity, resources, knowledge, operational-level coordination, and the involvement of young people in decision-making.
- Deficiencies among youth organisations: limited capacity and personnel (risk of burnout), lack of coordination, insufficient digital skills and English language proficiency, gaps in service provision (both online and offline, including for young people with special educational needs), absence of a digital platform and physical infrastructure (no central Youth House), and shortcomings in organisational culture (collaboration, teamwork).

OPPORTUNITIES
- Resource mobilisation: grants, engagement of market actors, innovative financing instruments, strengthening commitment at the decision-making level.
- Strengthening collaboration.
- Assessing young people's needs, monitoring, involving them in planning and decision-making → service development and a stronger lobbying presence at decision-making levels.
- Integration into strategies: ensuring the topic is more prominently represented.

THREATS
- Deteriorating situation of young people: emigration – ageing city, mental health issues (loneliness – social isolation, lack of interest, excessive time online).
- Lack of a supportive environment from teachers, decision-makers and professionals; weakened cooperation due to conflicting interests; worsening economic conditions.
- Best practices cannot be transferred; absence of a preventive approach; lack of knowledge.
- Capacity limitations of local youth organisations; weak collaboration among them.

1.5

Challenges from the Perspective of Integration

As noted in the introductory section, a key element of the URBACT planning methodology is integrated planning — that is, reviewing the extent to which various integration aspects are rele-vant within the city in relation to the given challenge, identifying existing initiatives and consider-ing how to progress towards development. The analysis prepared by the working group, presented in order of priority, helps to outline the additional steps necessary to achieve a higher level of in-tegration. The complete list of integration aspects can be found in Annex 1.

"Mandatory" Integration Aspects	Definition	What is the current situation beyond its universal relevance?	How and to What Extent Progress Can Be Achieved
1) Stakeholder Involvement in Planning	In defining the priorities and potential solutions, we involve the full spectrum of stakeholders, both horizontal and vertical.	• Secondary school and university students, as well as representatives of professional organisations, participate in the working group; some attended international meetings. • Some involvement of young people in planning processes. • Limited active two-way communication between the Youth Roundtable and the Professional Youth Working Group. • No wider survey conducted for situational analysis. • Economic actors were not involved.	• Involve additional professional organisations, forums, parents, and young people (e.g., Veszprém Youth Roundtable, Drug Coordination Forum). • Conduct surveys of young people, youth workers, and services (e.g., as a first step in individual actions). • Create stakeholder and service maps (to prepare a one-stop system and coordinate services). • Strengthen cooperation through formal (workshops, conferences) and informal events (e.g., Veszprém Youth Worker Picnic), both online and offline.
2) Coherence with Existing Strategies	Actions and goals align with and complement existing strategies at local, regional, national, and EU levels.	• Linked to multiple local, national, and international strategies (see Section 1.3). • Planned to become part of the ICST Veszprém Youth Strategy.	• Conduct deeper analysis of related strategies and ensure consistent integration with the ICST in the future. • Link the ICST with URBACT BiodiverCity Veszprém (see separate table and Appendix 3).
3) Sustainable Urban Development	Actions target the three pillars of sustainable development (economic, social, environmental),	• Relevant, but primarily focus on the social pillar. • Plan to review 17 Sustainable Development Goals (SDGs) and the 11 European Youth Goals (EIC), integrating the most relevant goals into planning. Relevant EICs are noted in actions.	• Involve economic actors and engage them in supporting youth work. • Strengthen connections with environmental organisations. • Review and consider all 17 SDGs in planning.
4) Temporal Integration	Actions are planned for the short, medium, and long term, considering the necessary sequence of implementation. The planned intervention schedule appears in the Youth Strategy and other relevant strategies.	• The planned intervention schedule appears in the Youth Strategy and other relevant strategies. • A temporal scheduling plan for the IAP actions is required.	Long-term flexibility is also required for temporal integration. A separate section addresses the sequencing of actions, and their planned schedule is aligned accordingly.
5) Stakeholder Involvement in Implementation	Full (horizontal and vertical) stakeholder involvement in implementing planned actions.	• Financial and human resources are essential for coordinating individual actions. • The two pilot actions were initiated, planned, and implemented by a coordinating organisation (members of the local working group) with municipal support and resources.	• In the IAP, list the organisation coordinating each action and the participating organisations, clarifying assigned tasks and associated costs. • Evaluate and coordinate organisational services to prepare a one-stop

In parallel with the NextGen YouthWork project, the city of Veszprém also participated in the action-planning project entitled Biodi-verCity, which focused on promoting and enhancing urban biodiversity. The professional working group of BiodiverCity compiled an Integrated Action Plan, the strategic objectives and actions of which can, in the spirit of integration, be linked to the implementation of initiatives aimed at developing youth work. The starting point for this is the table below, which interconnects the strategic ob-jectives, with the colours indicating the points of connection. At the level of actions, the points of linkage are presented in the table included in Appendix 3.

Strategic targets	NextGen YouthWork	BiodiverCity	Linkage between the strategic targets of the two IAPs (ICSTs)
1	Active Young Citizens, Youth Needs Assessment and Training	Community Engagement	Community Engagement: Involving young people supports the achievement of the Active Young Citizens objective in the field of environmental sustainability. It ensures that youth voices are heard in development planning and raises awareness of the role and significance of youth work, particularly within the green sector.
2	Trained, Collaborative Youth Workers and Peer Supporters, Mental Health	Data Collection	Data Collection: Young people can be actively involved (e.g., through Bioblitz events, the network of youth spaces, the planned school ambassador system, and the online youth platform). It is recommended to integrate topics of environmental sustainability and sustainable urban development into youth training programmes.
3	Safe, Youth-Friendly, Inclusive Community Spaces in Physical and Digital Environments	Development of Green Spaces	The immediate surroundings of physical youth community spaces can serve as exemplary sites for promoting urban biodiversity and, where relevant, enhancing blue infrastructure. Activities could include planting, providing seed mixes and installing informational signage. Linking the Urban Green Office with youth community spaces would allow young people to be more actively engaged in green initiatives.
4	External Environment Supporting Youth Work	Development of Blue Infrastructure	Connecting the implementation of actions developed in the two projects helps foster mutual support between the sectors and create further synergies. Experts from VVI Ltd and the green sector should be invited to Veszprém Youth Dialogue (VIP) Roundtable.

Analysis of URBACT Horizontal Themes in the Context of Local Challenges and the ICST
Within the project, among the three URBACT horizontal themes, the digital transition emerges most prominently. Ensuring gender equality does not appear as a markedly pressing issue in light of local challenges, unlike digital addiction, the digital divide or the lack of digital competencies—particularly in relation to digital youth work. Nevertheless, some challenges connected to gender differen-ces were identified. Environmental considerations are also highly significant, as engaging youth in this domain is generally easier and fostering their active participation more straightforward. Accordingly, we addressed the points of intersection with the BiodiverCity and NextGen URBACT projects.

STRATEGIC OBJECTIVES in the Integrated Action Plan
(The detailed objectives are set out in Section 2.2, while the actions are presented in Section 3.)

SC1

ACTIVE YOUNG CITIZENS: Involvement of young people in the planning and implementation of youth work, conducting youth surveys and promoting active citizenship.
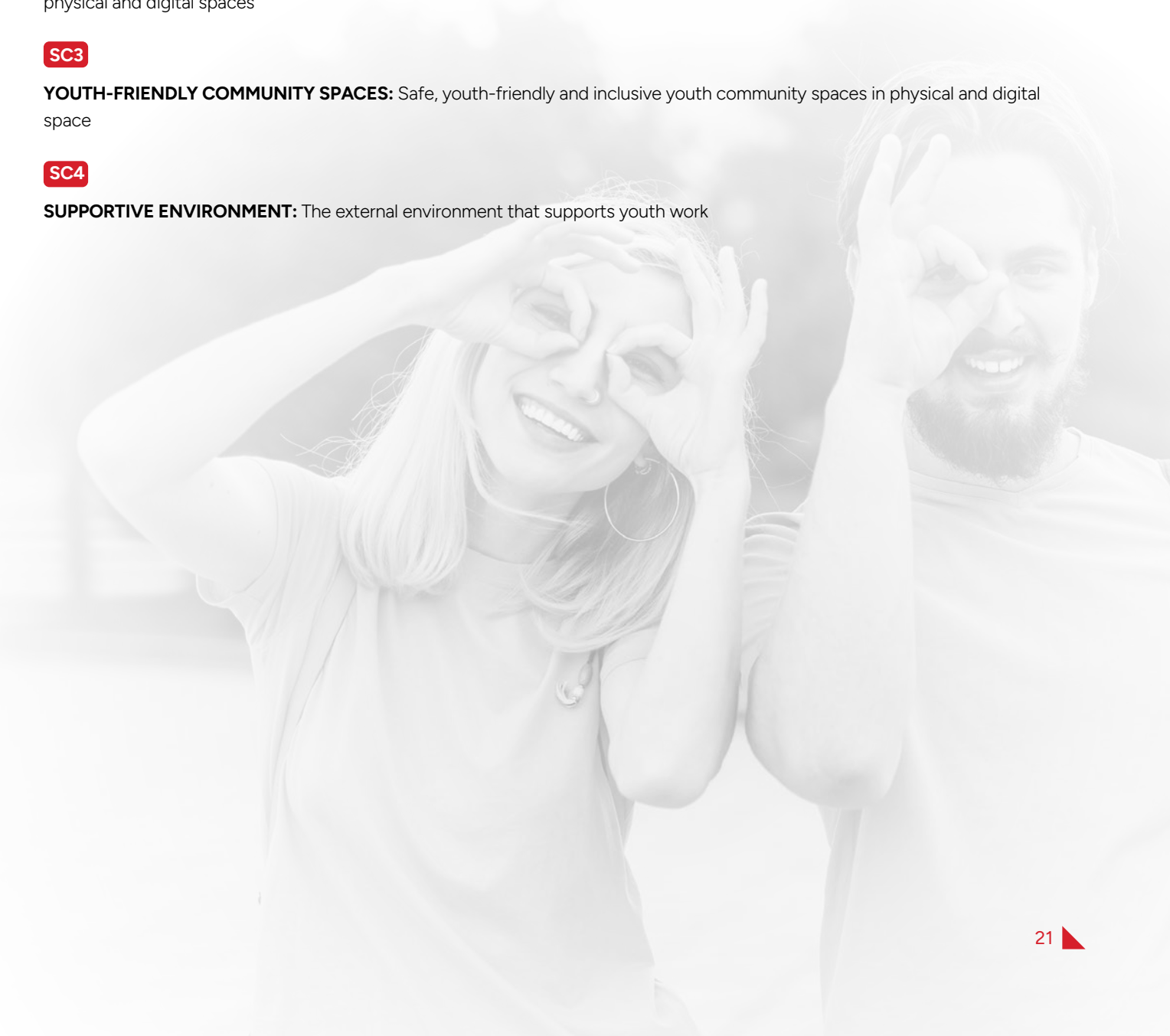
SC2

TRAINED, COLLABORATIVE YOUTH WORKERS: Youth workers and peer workers who work effectively and collaboratively in physical and digital spaces

SC3

YOUTH-FRIENDLY COMMUNITY SPACES: Safe, youth-friendly and inclusive youth community spaces in physical and digital space

SC4

SUPPORTIVE ENVIRONMENT: The external environment that supports youth work

Local Challenges – Analysis Criteria Prioritised	Gender Equality	Environmental Sustainability	Digital Transition	Related Strategic Objectives and Actions in the Integrated Action Plan
1. Mental Health Challenges Among Young People (Anxiety, Depression, Isolation, Addictions) The increased time spent online can lead to relational deficits and digital addiction offline, which correlates with rising mental health issues. Mental health underpins all areas of life and is therefore a primary concern.	• Gender Considerations: Tailor mental health support according to gender based on survey findings (boys more effectively reached online; girls offline). Girls seek social support more actively, while boys are more accessible via digital gaming. • Strive for a more balanced gender ratio among youth workers.	• Environmental Measures: Hold working group sessions in green environments and create green youth spaces; • Use eco-friendly, recycled furniture and equipment, and promote sustainable energy use. • Explore connections with BiodiverCity URBACT ICST actions (see Appendix 3).	• Online mental health support (e.g., anonymous chat platforms) integrated into the Youth App; online access to offline mental health services via accessible platforms. • Include digital competence development: conscious internet use, digital detoxes. • Share knowledge on digital addiction and implement a quick-assessment tool, as recommended by the Veszprém Drug Strategy.	SC1 ACTIVE, ENGAGED YOUNG CITIZENS: Youth surveys; out-of-school youth training. SC2 TRAINED, COLLABORATIVE YOUTH WORKERS, YOUTH-FRIENDLY COMMUNITY SPACES: Youth centres; smaller youth spaces. SC4 SUPPORTIVE ENVIRONMENT: Support for youth work – engagement of economic actors.
Social Skills in Need of Development Based on the previous point, young people have an increased need to develop social skills for offline interaction, which has been weakened due to more time spent online.	• Gender Considerations: Boys require more support; girls generally have more developed social skills. • Consider gender differences in burnout during youth worker training.	• Environmental Measures: Skills development is more effective in green settings, e.g., in connection with the Long Table Picnic for both youth and youth workers. • Integrate effective tools against climate anxiety into training programmes.	• Develop conscious disengagement from digital spaces for young people. • Digital social skills training (e.g., VR-based good practice from Klaipeda). • Online communication training for youth workers with a youth-focused approach.	SC1 ACTIVE, ENGAGED YOUNG CITIZENS: Youth surveys; out-of-school youth training; youth worker training. SC2 TRAINED, COLLABORATIVE YOUTH WORKERS SC3 YOUTH-FRIENDLY COMMUNITY SPACES: Youth centres; smaller youth spaces.

The Interconnectedness of local challenge solutions:

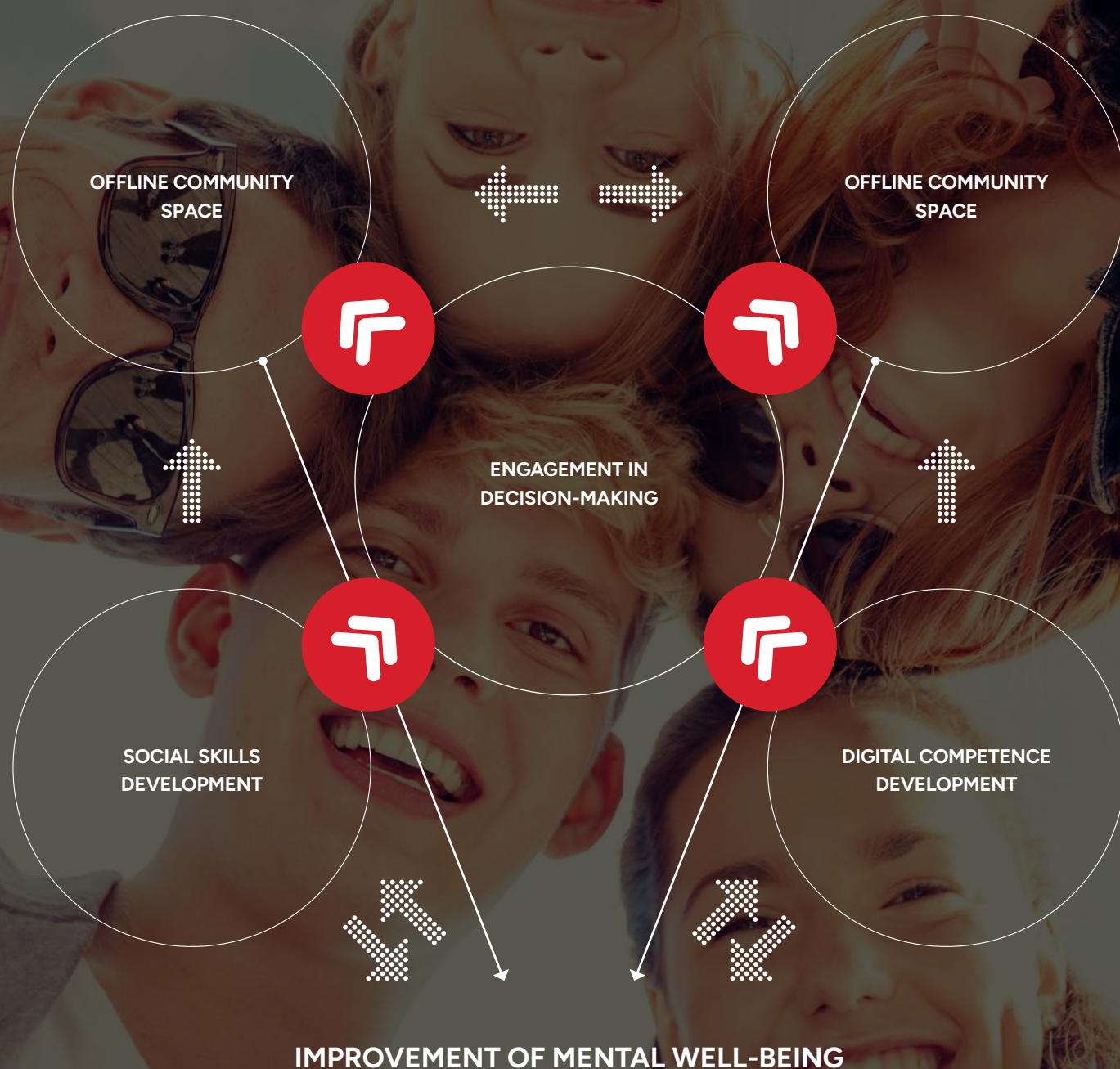|				
1. improving the mental well-being of young people	**2.** Improving the social skills of young people	**3.** Involvement in decision-making	**4.** Community spaces	**5.** knowledge building (digital)

Local Challenges – Analysis Criteria Prioritised	Gender Equality	Environmental Sustainability	Digital Transition	Related Strategic Objectives and Actions in the Integrated Action Plan
3. Involving young people in local decision-making processes If young people's mental health improves and their social skills develop, they will be more easily engaged in decision-making.	• Gender-based campaigns to promote civic participation (e.g. showcasing prominent female politicians) • Gender focus in surveys on the situation of young people and in monitoring systems; gender differences to be considered when feeding results back	• Political participation for sustainable environmental protection and a healthy green future opens new spaces for action (community participation campaigns) • Green NGOs as partners in relevant actions, facilitating easier youth involvement	• Online outreach to young people and increased participation (e.g. the participatory budgeting call in Veszprém is not yet sufficiently youth-friendly) • Awareness of the dangers of fake news and deepfake videos is increasingly important in public life • Online channels are still lacking through which young people's opinions could be effectively channelled	SC1 ACTIVE CITIZEN YOUNG PEOPLE – Youth survey, Non-formal youth training SC2 TRAINED AND COOPERATIVE YOUTH WORKERS SC3 YOUTH-FRIENDLY COMMUNITY SPACES – Youth Centre, Smaller youth spaces SC4 SUPPORTIVE ENVIRONMENT – Support for youth work (City Hall)
4. Lack of community spaces (online and offline) If young people's mental health improves, their social skills develop, and they can voice their needs, they will make better use of community spaces that better meet those needs.	• Gender equality aspects to be considered when designing online and offline community spaces	• Environmental considerations in community spaces (materials, energy use, natural green areas and light, rainwater use, solar panels, insulation, etc.) • Green mobility solutions for accessibility	• Easily usable, accessible digital platforms (Youth App) – to include aspects relevant to young people with special educational needs, physical or visual impairments; digital tools in offline spaces to support inclusion	SC3 YOUTH-FRIENDLY COMMUNITY SPACES – Youth Centre, Smaller youth spaces SC4 SUPPORTIVE ENVIRONMENT – Support for youth work (City Hall, business actors)
5. Lack of digital competences / insufficient English language skills for using digital tools Digital competences, access to tools, and English language skills are essential for the conscious use of online spaces.	• Developing digital competences among young women and female youth workers • Addressing gender stereotypes in digital technologies • Young people can help train youth workers in English, with attention to gender aspects	• Replacing paper-based solutions with digital alternatives for environmental reasons – digital documentation • Recognising that AI use entails significant environmental costs (extreme energy and water consumption to operate servers)	• Developing digital competences and language learning for young people and youth workers through digital platforms • Raising awareness of the value of offline meetings and effective learning methods alongside digital tool use	SC1 ACTIVE CITIZEN YOUNG PEOPLE – Youth survey, Non-formal youth training SC2 TRAINED AND COOPERATIVE YOUTH WORKERS SC4 SUPPORTIVE ENVIRONMENT – Support for youth work (business actors, educators)

1.6

Vision

The realisation of the vision articulated by the NextGen working group, as outlined below, will contribute to making Veszprém a city of high quality of life and strong communities, including for young people.

The Interconnectedness of challenge solutions

OFFLINE COMMUNITY SPACE

OFFLINE COMMUNITY SPACE

ENGAGEMENT IN DECISION-MAKING

SOCIAL SKILLS DEVELOPMENT

DIGITAL COMPETENCE DEVELOPMENT

IMPROVEMENT OF MENTAL WELL-BEING

Youth work in Veszprém effectively supports the well-being of local young people in their individual, family, and community lives, taking into account diverse needs, through sustainable services provided in both physical and digital spaces, with active participation from young people themselves.

By 2030, Veszprém will offer widely recognised, high-quality, innovative and attractive digital services that complement physical, in-person services in youth work. These digital solutions will effectively foster community building, social integration, the foundations for independent living, mental well-being, active participation in sports and leisure activities and engagement in civic life. Relevant professionals, peer mentors, and decision-makers will possess the necessary capacity and digital competencies and will be open to digital solutions, thereby successfully reaching and supporting young people in safe offline and online environments.

Support will cover the full spectrum of local young people, tailored to their varying needs, with particular attention to students with special educational needs and young people with disabilities. Involved organisations will collaborate efficiently with one another, with young people, and with the Municipality in planning, developing, and monitoring youth work. In the long term, the local environment and funding supporting youth work will be secured, with the involvement of stakeholders, including actors from the economic sector.

2.

Comprehensive Intervention Logic and Integrated Approach

2.1

The Intervention Logic of the Integrated Action Plan

In the previous section, we presented the international, national and local situational analysis, identified the local challenges related to youth work, and articulated our forward-looking vision. In the following, we break down this vision into concrete strategic objectives and the corresponding areas of intervention. By the end

of this chapter, we will arrive at the list of actions, as well as a more detailed presentation of two pilot actions. Detailed elaboration of some of the actions can be found in Part 3, while recommendations for their implementation framework are provided in Part 4.

COMPREHENSIVE VISION

DIRECTION OF IMPLEMENTATION: FROM ACTIONS TO VISION

STRATEGIC TARGETS

INTERVENTION AREAS

DIRECTION OF PLANNING: FROM VISION TO ACTIONS

ACTIONS

2.2

Strategic targets to reach the vision

SC1 ACTIVE YOUNG CITIZENS: Involvement of young people in the planning and implementation of youth work, youth surveys, and active citizenship.
Young people are familiar with and make use of both online and offline youth services and spaces. They trust youth workers and their peer mentors, are able to seek and accept support and actively participate in local matters, including shaping and running youth work. Achieving this requires assessing young people's needs, increasing their engagement, building trust and enhancing the digital and other competencies that support their active participation. Target group: Young people aged 13–35 living, studying, or working in Veszprém. The implementation of this objective should form the strategic focus for the next five years.

SC2 TRAINED, COLLABORATIVE YOUTH WORKERS: Youth workers and peer mentors working effectively and collaboratively in both physical and digital spaces.
Committed youth workers become sufficiently numerous, open to using digital tools, trained in this area, able to keep pace with changes, and capable of collaborating with young people in partnership. They work efficiently within a framework of close cooperation, supported by adequate human, financial, and technical resources. Young peer mentors also receive training on available youth services and on how to collaborate effectively with other stakeholders. Peer mentors: Young people aged 13–35 living, studying, or working in Veszprém. Implementation of these objectives should proceed on a continuous schedule, allowing parallel progress.

SC3 YOUTH-FRIENDLY COMMUNITY SPACES: Safe, youth-friendly, and inclusive community spaces in both physical and digital environments
Based on assessed needs, the city operates attractive and easily accessible online and offline in-formation platforms and community spaces where young people can access up-to-date infor-mation, safe spaces, and comprehensive support. They participate in online and offline pro-grammes and receive assistance from peer mentors and professionals. The needs of students with special educational requirements and disadvantaged young people are considered in both devel-opment and operation. A comprehensive online platform facilitates access to services and channels young people's opin-ions and ideas. Online, including anonymous, channels serve as gateways to offline services and community-building activities. Spaces operate collaboratively within a network to provide ser-vices. Implementation follows a shorter-term schedule, but depending on the assessment, a one-stop Youth Hub (House of the Future) will be established, linked to the Green House (City Green Office) planned in the BiodiverCity project — as a long-term objective.

SC4 SUPPORTIVE ENVIRONMENT: The external environment supporting youth work
The immediate and broader environment of young people is engaged in supporting youth work and cooperating with stakeholders in the field. It recognises the importance and role of youth work in ensuring that Veszprém remains a city of high quality of life and strong communities, while retaining its young population and enhancing the city's economic potential. The immediate environment of young people includes educational institutions, families (parents and siblings), peer groups, sports clubs and other leisure organisations. The broader environment encompasses policymakers, economic actors, and the social, environmental, political and legal context.

The objectives targeting both the immediate and broader environment can be pursued in parallel; however, within the young people's immediate environment, these can be achieved over a shorter timeframe. Engaging the broader environment can also involve stakeholders from the immediate environment, meaning that the full implementation of this objective spans a longer period and is ongoing. Support for the implementation of the Action Plan from policymakers is likewise a short-term goal.

2.3

Related intervention areas

The four strategic objectives formulated by the working group have been broken down into the following intervention areas. These areas provide more concrete guidance on the necessary actions than the strategic objectives alone. They typically consist of capacity-building, 'soft' programmes that focus on youth work actors and the external environment. Many elements are implemented in the digital space, which requires the appropriate knowledge as well as physical and digital tools. Developing youth spaces in the physical environment may also necessitate infrastructural investment.

SC1 ACTIVE CITIZEN YOUTH

1. Increasing youth outreach: Developing and making more visible youth services and spaces, both online and offline, in a youth-friendly manner; ensuring easier access for young people with special educational needs (SEN) and those in disadvantaged situations.

2. Enhancing youth competencies and openness: Promoting responsible use of the digital space, understanding its risks and opportunities, mental health preservation, self-awareness, life skills, career guidance, integration and participation in local affairs.

SC2 TRAINED, COLLABORATIVE YOUTH WORKERS

1. Training youth and peer workers: Digital competencies, English language skills, open-ness to the digital world, grant opportunities, proposal writing, advocacy and peer-to-peer training.

2. Strengthening cooperation, developing organisational culture and promoting mental health: Understanding and connecting each other's activities, developing a supportive organisational culture and preserving mental well-being.

SC3 YOUTH-FRIENDLY COMMUNITY SPACES

1. Physical youth spaces: Development and operation, creating new spaces as needed to provide collaborative, integrated services with youth work actors. Linking physical spaces with digital services.

2. Digital youth spaces: Creation, operation and continuous development to serve as effective channels for reaching, supporting, and actively engaging young people. Functions include information dissemination, prevention, community-building, mental health support and serving as a gateway to offline support and community-building activities.

SC4 SUPPORTIVE ENVIRONMENT

1. City policymakers: Raising awareness of the importance of youth work and active young citizens in creating high quality of life and strong communities, supporting the sector at strategic, decision-making, organisational and budgetary levels, and coordinating the implementation and monitoring of the ICST.

2. Teachers and educational institutions: Providing information (including training) about youth services and spaces and strengthening information flow and collaboration between youth workers, peer workers and educational institutions/teachers.

3. Parent groups: Informing parents about youth services and spaces and available professionals, for their children aged 13–35 or for themselves as young parents, potentially free of charge. Parent academy examples: prevention-oriented approaches, family therapy opportunities, the importance of inclusion, and the risks and opportunities of the digital space.

4. Economic actors and donors: Engaging this group in cooperation and in supporting youth services and infrastructure, as well as the implementation of the Integrated Action Plan. Promoting mutual benefits and shared interests, e.g., fundraising through advertising and CSR opportunities, career guidance initiatives to recruit new employees.

2.4

List of Proposed Interventions (Actions)

In connection with the areas of intervention listed above, we have compiled a list of nine action points, which are described in detail in the following chapter. This shortened list of action points was developed from a longer list consisting of several items, which we ranked, consoli-dated, and modified together with the members of the Working Group.

Action	Implementation: short-/mid-/long-term	Timeline	Estimated budget	Planned coordinator
SC1/A1 Surveying Youth Needs	ongoing, biannually	2026-32 biannually	1.000.000- 15.000.000 HUF	VÉF-SZTT
SC1/A2 Training for Young People and Peer Workers	long-term	2027-32	1.000.000- 15.000.000 HUF	CSSK, ADAMB
SC2/A3 Training Youth Workers and Strengthening Collaboration	long-term	2027-32	1.000.000- 15.000.000 HUF	VÉF-SZTT
SC2/A3 Training Youth Workers and Strengthening Collaboration	short-term	2028-29	0-1.000.000 HUF	CSSK
SC3/A5 Youth Centre in Physical and Digital Spaces	long-term	2029	over 15.000.000 HUF	ÖK, CSSK, CODE CREATOR
SC3/A6 Development and Cooperation of Smaller Youth Spaces	mid-term	2027	1.000.000- 15.000.000 HUF	ÖK
SC4/A7 Supporting Youth Work – City Hall	ongoing	2026	1.000.000- 15.000.000 HUF	ÖK
SC4/A8 Supporting Youth Work – Economic Stakeholders	ongoing	2026	0-1.000.000 HUF	VVI
SC4/A9 Supporting Youth Work – Teachers and Parents	ongoing	2027	0-1.000.000 HUF	ÖK, CSSK

2.5

Local test actions

During the project, the NextGen working group selected two pilot actions, each implemented by a member organisation over the course of the project period. These pilot actions were carried out with the collaboration of the Municipality and the active involvement of numerous young people.

The selection of the two pilot actions was guided by several criteria: it was essential that each action be led, coordinated, and implemented by an organisation with adequate human resources and relevant expertise. In addition, securing financial resources to support the implementation was a prerequisite. These resources were provided by the Municipality of Veszprém, both inde-pendently of the project—to support the implementing organisations in their respective activities—and through the project budget itself. As previously noted, the lack of both offline and online meeting spaces emerged as a primary need, which the two pilot actions aimed to address, while also providing valuable experience to inform the development of the final actions.

It was also important to test the engagement of the target group—young people—as well as the capacity of the working group's

professional organisations to mobilise effectively. The first pilot action involved the creation of a youth community space. Here, a key consideration was to pro-vide an offline space for young peo-ple—a space designed for and about them—even in the absence of a central, larger youth information and service hub. This need had been frequently ex-pressed and could serve as a model for developing additional youth community spaces or enhancing ex-isting ones across the city, in line with the '15-minute city' concept. The second pilot action focused on the design of a municipal youth mobile application. Based on feedback from young people, a table of the proposed platform's planned functions was developed. Through these two pilot actions, the Professional Working Group gained a deeper understanding of the profiles, activities, and competencies of the two coordinating organisations, creating opportunities for further collaboration. Detailed action plans were prepared, which also contributed to the development of the Integrated Action Plan. The testing process highlighted potential risks and obstacles associated with the activities, allowing the working group to take these factors into account in the final planning phase and to map out possible preventive or mitigating measures and other solutions.

TEST ACTION 1: Creating the „Érted" youth community space

The initiative was inspired by the good practices observed during the Oulu project meeting and the Cartagena study visit and the experiences gained at the Viladecans meeting further reinforced it. One active member of the local working group personally attended the first two of these three meetings and drew ideas from the ex-periences, which proved crucial in initiating the pilot action on the part of the coordinating organisation, CSSK.

Coordinator:
Veszprém Family Support and Child Welfare Integrated Institution (CSSK)

Supporting Organisation:
Municipality of Veszprém

Activities:

1. Survey: Conducting a youth survey on the need for a youth com-munity space: over 340 responses were received from 13–19-year-olds, with more than 60% indicating the need for a digital youth space.

2. Venue, Staff, and Services: Securing a location and signing an annual lease agreement, planning opening hours, defining the tar-get group (19–29 year olds), appointing staff, and designing the free services offered in the youth community space.

3. Communication: Developing regular offline programmes and recruiting young volunteers from August 2024.

4. Staff and Volunteers: The Family Support Institution employed a young psychologist to work at the "Érted" Community Space, providing personal mental health support to young people accord-ing to a set schedule. The remaining staff were already employed by the institution.

5. Programmes: From August 2024, regular offline programmes were developed, including workshops for parents, collection of community building ideas, individual mental health counselling, group workshops, leisure activities, volunteer work and youth ex-change programmes.

6. Resources: Board games, darts, table tennis and online games were procured for young people to use in the community space, complementing the programmes offered.

7. Experience: Personal engagement with teachers proved effec-tive, and individual psychological counselling and conversations were successfully initiated. The Discord channel has not yet been launched, but the offline space is becoming increasingly popular. A challenge for CSSK is that the group it traditionally serves (dis-advantaged young people) only partially overlaps with the new target group. Disadvantaged young people were primarily reached through teaching assistants, with a biweekly group of 10–15 reg-ular participants (aged 12–15) and via young people delegated to summer camps by the family support colleagues. It was surprising how many views the posts received via online channels, although this did not translate into active participation. Instagram emerged as the primary social media platform used by young people. The offline space was used in various ways: workshops, events, closed groups, career guidance, psychological counselling and open days for classes. During the summer, the club was open one weekday per week from 10:00 to 18:00, with only a few individual visitors.

8. Planned Next Steps: Launching a Discord channel to provide mental health support, conducting a survey of ongoing workshops and needs, involving other organisations in ac-tivities and improv-ing communication. A dedicated staff member will manage online plat-forms, while another will focus on offline events. Efforts were made to reach local young people via schools and nearby service providers (library, shops, gym), though no partici-pants have been recruited through these channels yet.

9. In the final ICST actions: This initiative appears under SC3 – Safe, youth-friendly, inclusive community spaces in physical and digital environments, specifically under the action "Establishment and operation of smaller youth community spaces."

TEST ACTION 2: Development of a Municipal Youth Mobile Application with the Participation of Young People

The idea for this pilot action was proposed to the Working Group by the later coordinating organisation.

Coordinator:
CODE CREATOR (formerly Digital Knowledge Centre), University of Pannonia

Supporting Organisation:
Municipality of Veszprém

Activities:

1. Educational Workshops and Idea Collection: Free educational workshops were planned and launched for young people living in Veszprém, focusing on general APP development. The workshops also gathered participants' ideas regarding the functions a future municipal youth application should have, in order to provide easily accessible information on youthrelated services and opportunities, motivate young people to use these services and channel their opinions and suggestions to the Municipality on certain local public mat-ters. Number of participants: approximately 150 young people, mainly aged 13–15. Dura-tion of each workshop: 120 minutes per group.

2. Evaluation of Ideas: The participants' contributions were analysed and a draft menu structure for a future mobile application was developed.

3. Development of a Test Mobile Application: Based on the draft menu, a university student developed a test APP as part of their studies.

4. Experience: Reaching the 19+ age group was not achieved and participation from those over 15 was relatively low. Some proposed features could not yet be incorporated. It was surprising how creative the ideas were, and also the high cost estimates received for app development.

5. Planned Next Steps: Involving young people aged 15 and particularly those over 19 and integrating any new suggestions into the menu structure. Discussion of the results with the local youth group.

Changes: Steps 3 and 4 were not fully realised. Instead of the planned group of several university students, only one student took on the task and progressed more slowly than expected. The pilot action coordinator requested a quotation from the University of Pannonia Digital Group, but due to limited capacity, the test app could not be launched within the pilot period. Nevertheless, the quotation provides a welldeveloped, precise menu structure and associated budget (Annex 4), and the concept can be incorporated into a grant application or other funding preparation.

6. In the Final Actions: This initiative appears under SC3/A5 – "Establishment and Opera-tion of a Youth Centre in Physical and Digital Spaces." The function list (menu structure) developed during the pilot can also be used to create or further develop a comprehensive web platform; however, it is recommended to survey the opinions of secondary school students and older age groups, which could be addressed under SC1/A1 – "Surveying the Needs of Young People."

3.

DETAILED INTERVENTION PROPOSALS (ACTIONS)

3.1

Interlinkages between the actions

Based on the experiences gained from the pilot actions and taking into account the opinions of the Expert Working Group and the Youth Working Group, a list of nine actions was compiled. The Working Group began developing the details in smaller meetings in June 2025, and the draft plans completed over the summer were reviewed in September. The discussions indicated that the training of young people and youth workers could be grounded in the results of the youth survey, and that the survey findings could also provide a solid basis for planning the Youth Centre, as well as for the development of smaller community spaces. All of this depends on the support of the municipality that is, the decision-makers and on ensuring the stability of the financial framework, including the exploitation of alternative funding opportunities. Support from teachers and parents provides an important background for the successful implementation of actions tar-geting young people.

Horizontal elements to be considered in the detailed planning of individual actions include: integration considerations and the overarching URBACT themes (gender equality, digital transition, green transition); the incorporation of coordination and communication elements; transparency; ensuring developments are widely accessible; use of indicators, evaluation, and, if necessary, re-design; use of appealing terminology during implementation (e.g., instead of 'peer helpers', 'youth house', or 'youth app'); programme sustainability; youth involvement in planning and implementation; striving for accessibility; and taking account of the needs of young people with fewer opportunities or special educational needs.

The partial interconnection of the individual actions is illustrated in the following figure:

SC1/A1 Development and networking of smaller youth spaces

SC1/A2 Non-formal education for young people

SC3/A5 Youth Centre in the physical and digital space

SC2/A3 Training of youth workers, their collaboration, and provision of mental support

SC2/A4 Organisational development of youth support institutions

SC3/A6 Development and networking of smaller youth spaces

SC4/A7, A8, A9 Strengthening support for youth work among the economic sector, decision-makers, educators and parents

3.2

Developed Actions

SC1/A1

Regular Assessment of Young People's Needs in Relation to Youth Work

Regular, anonymous surveys to support the operation of youth spaces and the development of youth work, conducted among young people who use the services as well as those not yet engaged. Includes satisfaction assessments and evaluation of the awareness of youth spaces and services. Methods: online questionnaires, focus group interviews, social media polls, consideration of the needs of disadvantaged young people and students with special educational needs. Comprises a general section relevant to all youth spaces, as well as a site-specific section tailored to each location. The surveys also serve to engage and inform respondents.

Planned outcome	Up-to-date data on young people's needs to inform developments. Young people see that their opinions matter, which fosters greater engagement, autonomy, resilience, and reflection. Closer collaboration between stakeholders
Indicators / Target Values	Number and proportion of respondents and locations surveyed. Representativeness of the survey (gender, age group, residence). Number of participants in focus group interviews. Proportion of proposals discussed and implemented.
Readiness Level, Baseline Data, Inspiring Good Practices	CSSK – Érted Youth Centre:Needs assessment before the club's launch: currently 304 online responses and 217 paper-based responses (majority aged 12–19).Satisfaction survey: "Open Day at Érted" programme. Topic: balance between online and offline worlds. 159 responses. International Good Practices: Oulu: COMPASSI – English questionnaire as a starting point for survey design. Eindhoven: Youth Council, Jong040, Future Mentors Project. Cartagena: Youth Correspondents in Schools. Perugia: SWITCH-ON. Viladecans: Student Meeting. Veszprém Youth Survey Results: included in the Youth Strategy (2023). Verbal Feedback: Focus groups at ZUG, Napsugár Club, two Családika sessions (informal).
Related ICST Strategic Goal(s)	SC3 Youth-friendly community spaces – surveys provide essential baseline for development. SC2 Trained, collaborative youth workers – alignment of surveys supports coordinated action. SC4 Supportive environment – survey results are crucial for strengthening support.
Alignment with Strategies	European Youth Goals (icons displayed in tables).
Coordinator	Department of Social Studies, Veszprém Archdiocesan College
Partners	Youth spaces: ZUG, ÉRTED, AGÓRA CSALÁDIKA, Acticity CSALÁDIKA, Lélek Éled Kör, Anyafonal Mother-Baby Club, Napsugár Club (ADAMB), Youth Roundtable (as a youth space), Pannon KözTér. Municipal youth officer(s), STCYSL URBACT TN project coordinator.
Resource Requirements (financial, human, infrastructure / equipment / digital):	HUF 1–15 million Financial support for planning, coordination, surveys, and data processing; 1 part-time/external researcher and 1 part-time/external IT specialist; expertise; software (e.g., SPSS, Alrite); laptop.
Potential Sources / Funding	Municipal funding Grant funding (needs assessments required for action implementation may form part of grant proposals) Market actors, innovative models (IT companies, business breakfast attendees via Chamber of Commerce) STCYSL URBACT TN winning project on youth space development
Monitoring	The coordinating organisation presents and discusses results at the next quarterly VIP Roundtable meeting, and provides summaries to surveyed locations and the youth coordinator. At subsequent Roundtable meetings, the coordinator reports on the use of results for actions and activities, as well as any adjustments to the surveys.
Risks	Methodological errors in the survey. Low or non-representative response rate. Only users of particular locations surveyed. Inadequate survey frequency. Legal uncertainties regarding data collection from minors. Failure to integrate results into development, further actions, or grant applications. Lack of alignment with the survey required for updating the Youth Strategy.
Risk Mitigation	Pilot research, experienced research team, strong coordination and monitoring. Engagement of influencers, TikTok promotion, prize draws to increase response rates. Monitoring integration of results into actions.

Activities within the action	Timeline	Tangible outcome / output
Fundraising activities, lobbying, and grant applications to secure financial resources. Involvement of human resources from participating organisations.	Nov–Dec 2025	Available funds in the municipal budget and alternative financing forms. Agreements with participating organisations on their involvement in the surveys.
Partner sites and the research team jointly develop a research plan (qualitative and quantitative sections) – including general and site-specific questions.	Jan 2026	Completed questionnaires with both general and site-specific sections
Jogi és technikai kérdések (szülői beleegyező nyilatkozat, online és/vagy papíralapú kérdőív), fókuszcsoportos interjúk helyszíne. Pilot adatfelvétel.	Jan 2026	Digital platform, defined data collection formats, pilot data collection results.
Finalisation of questionnaires and platform based on pilot results, survey distribution and data collection. Involvement of influencers/prize draws to encourage participation. Social media polls and focus groups.	Feb–Apr 2026	Final questionnaires and platform, collected data.
Processing of completed and returned data.	May–Jun 2026	Consolidated and analysed data.
Consultation with partners and the research team. Summary and presentation of results and findings at the Roundtable meeting.	Aug–Sep 2026	Minutes of meetings, consolidated insights and feedback.
Adjustments and corrections to the questionnaire, methodology, and technical tools based on feedback.	Sep 2026	Revised and improved questionnaires and methodology based on feedback.
Determination of the frequency of future reviews based on experience and available resources (e.g., biannual, annual, biennial).	Sep 2026	Established survey frequency.
Recurrent data collection, review, and integration of results into development measures.	From Oct 2026	Regularly collected data, results, and needs-based youth services.

Related actions and the nature of the connection:
A3 Training and collaboration of youth workers: The cooperation of professionals is essential for designing and implementing the survey of youth services and community venues.
A6 Development and networking of smaller youth spaces: Collaboration among youth spaces is required for this action. Its outcomes provide a basis for the development of both online and offline spaces.
A7 Support for youth work – City Hall: Can contribute to financing, and the presentation and integration of results into other actions are coordinated via the Youth Roundtable and youth officer.
A8 Support for youth work – economic actors: Can support financing, provision of technical equipment, and professional guidance.
A9 Support for youth work – teachers and parents: Can assist with obtaining parental consent for surveys involving minors.

SC1/A2

Training of Young People and Peer Supporters Outside the School System

Establishment and operation of training opportunities for local young people aged 13–35: covering digital skills and awareness, self-knowledge, mental health, life management, career orientation, active citizenship, strategic planning, accessible information, communication, English language, and environmental sustainability. Recruitment and training of peer "school ambassadors" within educational institutions in three optional roles: supporter (providing supportive conversations with young people and referring them to professionals), ambassador (conveying services and opportunities, and feeding back insights to professionals and decision-makers), and event organiser (designing and organising programmes for young people). Coordination and mentoring of two peer supporters per institution. Remuneration for their activities. Strengthening of existing peer training programmes, utilisation of lessons learned, and collaboration among trainers.

Planned Outcome	The training, mentoring, and financial remuneration operate sustainably over the long term. Mentor: teacher or school social worker. The coordinating organisation evaluates and forwards the feedback received. Students and young participants are well informed about available opportunities, can provide feedback on their needs, trust the peer supporters, who are able to notice any emotional issues and provide assistance. The skills of peer supporters develop, and the cooperation among participating organisations is strengthened.
Indicators, Target Values	Number of participating educational institutions; number and role of mentors per institution; number of recruited young people; number of young people remaining in the ambassador role throughout; satisfaction surveys among participants; baseline and annual measurement of students' awareness of opportunities.
Readiness Level, Baseline Values, Inspiring Good Practices	VÉF – Supportive conversation training (already running), aim: to promote youth-focused sessions to young people. AutiSpektrum – VEDIÖK peer supporter training: autism ambassador; PE SAS Committee: university club for autistic students, peer supporter scholarship (HUF 30,000/month). ADAMB peer training application – 1-year duration. EKMK: Intergenerational peer supporter training: Netrevalók – young people support older generations in digital spaces. Érted Youth Club: young people assist with programme organisation (voluntary, without training). Good practices: Tapolca (Physical-Mental Health Development Centre), Nagyvázsony (Fekete Sereg Youth Association), Keszthely (CSSK) – peer supporter trainings: proposed study visits by the Working Group. Veszprém County Police Headquarters – presentations on domestic violence. NIT – strategic planning training available. Collaboration between VEDIÖK and DÖK organisations to be further developed. International good practices: Cartagena: Youth Correspondents in schools, Mandarache Awards, Youth Associations Meeting; Eindhoven: Foundation Pitstop (Superwoman methodology), Youth Council (citizenship); Iași: Challenges of youth during the digital era, FabLab Iași Youth Community, Youth Café; Klaipeda: VR Education, I Care App and Green Corridor Service, Green Light campaign; Perugia: SWITCH-ON; Tetovo: Unemployed youth engaged in assisting pupils; Viladecans: Student Meeting.
Related ICST Strategic Goal(s)	SC2 – Trained, cooperative youth workers – designers and implementers of the trainings. SC3 – Youth-friendly community spaces – venues for non-formal training. SC4 – Supportive environment – involving economic actors in the implementation of trainings.
Connection to Strategies	European Youth Goals: icons as per tables below.
Coordinator	CSSK and ADAMB
Partners	Kapaszkodó Mental First Aid Telephone Service, AutiSpektrum, ÁSK, ÖK, VEDIÖK, Civil House, secondary schools, PE, VÉF, PEHÖK, VÉF HÖK, Veszprém County Police Headquarters, SAS Committee PE, MMSZ, Demo Association, Feltöltő Pont, MTVSZ, KLIK, VSZC.
Resource Requirements (financial, personnel, infrastructure/equipment/digital)	HUF 1–15 million. Payment for trainers, their specialised expertise, and curriculum development. Venue, chairs, office supplies, laptop, projector. Periodic involvement of marketing and graphic design specialists. Communication costs.
Potential Funding Sources	Municipal sources, grant funding, Erasmus, American Corner, involvement of market actors (via Chamber of Commerce business breakfasts, MagnetBank), influencers known to young people for recruitment and marketing.
Monitoring	Training monitoring should be ongoing and can be linked to youth needs assessment (e.g., one question: who would take on an ambassador role and under what remuneration?).
Risks	Passivity or lack of time among young people. Non-cooperative schools. Failure to reach young people outside schools (e.g., working youth, young parents), leading to missed recruitment, training, and mentoring of peer supporters to assist them. Capacity shortages on the professional/trainer side. Lack of funding.

Risk Mitigation	Engage young people and school principals, lobby for support. Make schools, students, and young people (including working youth) invested in the initiative. Recruit ambassadors from smaller, less burdened classes (plus design a reward system). Ensure robust, diversified funding.

Activities within the action	Timeline	Tangible result / output
Activities within the action Schedule Tangible result / output Survey of existing activities and good practices, e.g. study visit to Tapolca	June – September 2025	A list of previous related activities, implementing organisations, and associated costs
Meeting of stakeholders, knowledge sharing, and development of modules: Peer Helper, School Ambassador, Event Organiser	Autumn–Winter 2025	raining plan(s) (for School Ambassadors, Peer Helpers, Event Organisers); increased mutual understanding of each other's plans; cooperation initiated
Preparation of the budget (per module, including youth remuneration), camp costs (meals, accommodation, programmes), fundraising from grant sources (e.g. Erasmus) and private sector partners – lobbying, influencers	January – March 2026	Budget plan for the training or training versions; grant application submitted; secured funding; successful lobbying outcomes
Development of communication channels and methods	January 2026	Online platform and procedure established; potentially a shared visual identity for posts, videos and posters
Visits to schools, introduction of the training by "mentors", establishment of cooperation frameworks	Spring 2026	Informed and cooperative schools
Promotion of the trainings: through influencers, mothers' clubs, hairdressing and beauty training institutions, HR professionals in business, hospitality venues (Papírkutya, Ablak, Expresszó), cultural institutions, Acticity, and sports facilities	Spring 2026	Information reaches all interested young people, resulting in a sufficient number of applicants
Integration of disadvantaged young people into the trainings (in cooperation with ADAMB, MMSZ, CSSK)	Spring 2026	Disadvantaged young people also apply
Recruitment and training of 2 young people per educational institution as Peer Helpers, School Ambassadors, or Event Organisers – included as part of community volunteer service	Recruitment: Spring 2026, training: August	Trained young participants
Continuous provision of information to Peer Helpers through previously defined communication channels	Throughout the 2026 school year	Continuous information flow to and from Peer Helpers and the coordinating organisation
Feedback sessions with trainers and mentors, evaluation of the entire process, establishment of secure financing	Monthly from 2026 to May 2027	Implementation of training quality assurance and monitoring; young people develop in a safe environment; a stable and sustainable system established

Related actions and the nature of the connection:

Surveying young people is an action to learn about the needs of young people. Training youth workers – mapping out jointly implemented modules.
Youth work support – economic actors: financing Youth worker cooperation, organizational development: the implementation of the action helps cooperation, organizational development.
Youth work support – city hall: VIP Roundtable can be the scene of negotiations, local government budget is part of the financing.
Youth work support – teachers, parents: important for the introduction of the ambassador system.
Smaller community spaces – can be training venues, a youth-friendly environment is important for training.

SC2/A3

Training and Support for Youth Workers, Strengthening Cooperation and Providing Mental Wellbeing Support

Planned training modules for youth workers:
1. Digital competences and awareness – including the use of AI, visual elements, online communication, and tackling cyberbullying.
2. English language skills for using digital tools effectively.
3. Project writing, advocacy, lobbying, and strategy development.
4. Mental health development – burnout prevention, crisis management, case discussions, cooperation, and supervision.
5. Additional potential topics – special educational needs (SEN), autism, support for victims of abuse, addiction, counselling skills, and engaging young volunteers.

Closer cooperation between youth support organisations: exploring municipal services through institutional visits (e.g. Érted Youth Club), creating a local service map, and identifying key points of connection.

Establishing a framework for long-term cooperation within an interprofessional team (including a designer, IT specialist, and communications expert alongside youth workers), and mutually complementing youth spaces' services — for example, outsourcing specific activities to another venue as needs and opportuniti

Planned outcome	Well-trained, motivated and mentally resilient youth workers who are flexible and capable of engaging young people effectively, including in the digital space. Youth workers become more familiar with one another and with the services and events provided by each other's organisations, as well as the results of youth surveys. Training programmes are regularly updated, involving relevant stakeholders and incorporating survey findings. An interprofessional team supports efficient digital youth work and cooperation. Youth workers are open to funding opportunities, confidently utilise their improved English skills, and integrate international best practices into their services
Indicators and target values	Number of organisations involved; number of youth workers participating in training; number of training modules delivered; satisfaction surveys among stakeholders; number of economic actors involved; number of sponsorship offers; measurement of youth workers' competences; number of sick-leave days taken by youth workers.
Current state, baseline values, and inspiring good practices	Examples include: ADAMB's supervision project; the Veszprém County Police Headquarters' cyberbullying training; "New Pedagogy: AI in Youth Work" training attended by MCS members; Erasmus+ mobility programmes for youth workers on mental health and digital youth work (1–2 CSSK experts participated); VÉF adult education courses on counselling skills and specialised training; Ép Lélek Centre's mental health lectures and workshops; Tapolca's Physical and Mental Health Development Centre's internal staff training; NIT's strategy development training; Ifjúság220! and PRIME initiatives; GYIÖT conferences, training sessions, and research; Tempus Public Foundation's free online training on funding opportunities. International good practices: Aarhus – BRUS, City Plan for Digital Inclusion; Cartagena – Rainbow Point; Eindhoven – Dynamo Digital Youth Work, Guide Book, E-learning Module for Digital Youth Work, DigiCoach, Digital Trend Watching Youth, Zicht op Online, Social Sphere; Oulu – Youth Information and Counselling, Crime Preventing Youth Work.
Related ICST strategic goals	SC2 – Skilled, cooperative youth workers SC3 – Youth-friendly community spaces SC4 – Supportive environment
Connection to Strategies	Links to wider strategies icons as per tables below.
Coordinator	Veszprém Archiepiscopal College – Department of Social Studies, CSSK
Partners	University of Pannonia, Faculty of Information Technology – digital competences; University of Pannonia, Faculty of Humanities and Social Sciences – English language and mental health; Language schools and American Corner – English language training; IT companies – digital skills; Marketing companies – visual communication; NIT – project writing, advocacy, and strategy development; Tempus Public Foundation and Forrástér Veszprém – funding opportunities; Újpedagógia and GYIÖT – youth worker training; ADAMB, AutiSpektrum Association, Ép Lélek Association, ÁSK – according to module plan 5; Fekete Sereg Youth Association and VEDIÖK – volunteering, community service (IKSZ).
Resource requirements (financial, human, infrastructural/digital)	Approx. HUF 1–15 million. Covers trainers' remuneration and expertise, development of training materials, coordination, physical and digital training facilities and equipment. Temporary engagement of IT, marketing, and graphic design professionals. Costs of mutual institutional visits and outsourcing of services.
Possible sources of funding	ESF Veszprém project (CSSK – supervision), Erasmus+, Magnet Bank sponsorship for social causes. Local companies: sponsorships (e.g. language school discounts), Chamber of Commerce (business breakfasts). Municipal budget, Youth Strategy budget line, other grant opportunities, self-funded courses.
Monitoring	Before and after each training module, involving participants, trainers and sponsors. Modifications and developments will be based on results and youth survey findings.

Risks	Lack of interest from youth workers (e.g. staff shortages, overload, burnout). High training costs from companies (IT, language training, etc.) making participation unaffordable. Capacity and funding shortages.
Risk mitigation	Engage and motivate youth workers and their managers; advocate for support. Involve organisations and youth workers as stakeholders. Ensure stable, multi-source funding. Strong coordination. Realistic business plan for 1, 3 and 5 years.

Activities within the action	Timeline	Tangible results / outputs
Mapping of existing training activities, reviewing background materials on digital youth work, assessing the needs and current situation of youth workers (e.g. burnout survey)	Nov–Dec 2025	A list of existing related activities, implementing organisations, costs, and the needs of youth workers (content, duration, online/offline format)
Visits to local and regional youth organisations – preparation and organisation	Nov 2025	A detailed visit plan within the city; study visits to Tapolca and Nagyvázsony
Joint meetings of stakeholders to compile the training plan (modules, full/partial training), taking into account survey results and existing opportunities	Winter 2025	Training plan (structured by modules); collaboration initiated
Fundraising: Business breakfast with Chamber of Commerce, identifying private sector partners (e.g. Magnet Bank, VSZC partners), engagement, grant applications, municipal involvement, budgeting, preparation of participant remuneration	Autumn–Winter 2025; grant applications ongoing	Fundraising based on the training plan; list of supporting/training companies, contacts and outreach; submitted applications, confirmed financing, and budget plan
Transformation into an accredited, credit-bearing continuing education course (VÉF's plan: Specialised Postgraduate Training in Youth Work). Promotion, recruitment, shared visual identity with the peer mentor training.	Jan–Feb 2026	Online platform and process in place; shared visual identity; informed and motivated youth workers aware of and open to the training; the accredited nature (credit points) makes participation attractive; employers support attendance
Training organisation and implementation (preparations – where, when, who, cost, target group); recognition of participation (sponsorships such as swimming passes, theatre tickets, etc.)	Spring and Autumn 2026	Finalised training plan and agreements with trainers and sponsors; trained youth workers
Carrying out visits; creation of a service map and identification of connection points	Spring 2026	Increased knowledge of each other's organisations and services; new cooperation opportunities identified
Feedback from trainers and participants via forms/discussions	Autum-Winter 2026	Feedback gathered from both trainers and participants; lessons integrated into the next training cycle
Utilisation of the service map in other actions and for specific collaborations; collection of feedback on visit experiences	From Spring 2026	Feedback from visits and examples of collaboration: plans for outsourcing services between organisations and youth community spaces
Evaluation of processes, implementation of necessary adjustments, launch of a new cycle	Feb–May 2027	Revised plan for the next cycle
Establishment of long-term training funding and partnerships	partnerships Jan–Mar 2027	Long-term, sustainable training programmes and strengthened partnerships

Related actions and the nature of the connection:
Assessment of young people's needs: the results of the survey should be used, they affect the training plan. Support for youth work - teachers: are teachers also a target group?
Training of young people, peer helpers: Their activities are related, they can appear in a joint application, sponsorship. A service map can be used in the training of young people and for the information function of an online youth platform.
Organizational development of youth support institutions and organizations: individual modules of the training and institutional visits also contribute to the organizational development of the participants' institutions
Support for youth work - economic sphere: economic actors should be partners in the implementation of the training (e.g. financing costs, providing tools, participating in training)

SC2/A4

Organisational Development and Network Building for Youth Work Organisations

The organisational development of units within organisations and institutions engaged in youth work would take place internally, as they face only partially similar challenges. Network building, on the other hand, would strengthen cooperation between these organisational units. This would lay the foundations for successful long-term collaboration and enable the modern approach to youth work – including digital youth work – to permeate entire organisations. As a result, both staff members and young service users would experience greater satisfaction. Furthermore, the initiative would reduce the risk of staff burnout and promote more efficient work and stronger teamwork..

Planned Outcome	Planned Specific Result: Smoother-running youth work organisations whose staff are motivated and able to respond flexibly to challenges both at organisational and individual levels. As a result, the quality of services improves, staff creativity can emerge and be given greater space. In a happy organisation, young service users will also experience greater satisfaction. Such an organisation is more likely to receive financial support or in-kind contributions from market actors. The organisation itself becomes more open to implementing domestic and international good practices and applying for grants. Members and leaders of the organisations operate and think within a networked framework.
Indicators, Target Values	Number of participating organisations; number of hours spent on organisational development; satisfaction metrics within the organisation before training, immediately after training, and one year later.
Readiness, Baseline Values, Inspiring Good Practices	Currently, no organisational development takes place (training to commence in September 2025) in these institutions and organisations, although the need has been identified. International good practices listed in the action related to youth worker training and cooperation are expected to contribute to internal organisational development.
Related ICST Strategic Goal(s)	SC2 – Trained, cooperative youth workers SC3 – Youth-friendly community spaces SC4 – Supportive environment
Connection to Strategies	European Youth Goal (icon): icons following the tables
Coordinator	Civil Ház (Civilian House)
Partners	PE HTK – Workplace Mental Health specialised training (starting September 2025); ADAMB; CSSK; Autispektrum Association; VÉF; Ép Lélek Association; Forrástér (grant research); Organisational Development Company – pro bono
Resource Requirements (financial, personnel, infrastructure/equipment/ digital)	0–1 million HUF. Payment for organisational developer (ideally pro bono). Venue, chairs, office supplies, laptop, projector.
Potential Sources / Financing	Magnet Bank social cause sponsorship; additional sponsorship from local economic actors; Chamber of Commerce (business breakfast – approach organisational development company); municipal budget; Youth Strategy budget line; other grant sources.
Monitoring	Organisational development monitoring would take place before (organisational diagnosis), during, and after the process. This is an integral part of the organisational development itself.
Risks	Failure to secure an organisational developer with support. Resistance from the organisation, its leaders, or its maintaining body could prevent organisational development from starting.
Risk Mitigation	Engage youth workers and their leaders, lobby for support. Make organisations and youth workers invested in the process. Schedule organisational development during periods of lower workload. Ensure secure, multi-pronged financing.

Activities within the Action	Timeline	Tangible Result / Output
Assess which organisations/institutions are open to organisational development	Autumn 2025	List of institutions open to organisational development
Consultation and approval with the maintaining bodies of the open organisations	November 2025	Required approvals from maintaining bodies
Search for an organisational development company, clarify costs (pro bono or under what support)	Autumn–Winter 2025	Potential organisational development company identified, quotation or pro bono offer
Fundraising: Participation in a business breakfast organised by the Chamber of Commerce – seeking market partners and sponsors (e.g., MagnetBank), engaging them, applying for funding, municipal support	Autumn–Winter 2025, ongoing applications	List of supporting companies, contacts, reach, submitted applications, secured financing
Prepare budget and consult with sponsors on specific forms of support	From January 2026	Budget plan for the training or its variations
Launch and implement the first organisational development	From March 2026	Motivated organisation, well-functioning institution
Feedback session/form with organisational development professionals and participants	From March 2026, before, during, and throughout organisational development	Feedback from participants and the organisational development team; lessons incorporated into the next institutional development
Evaluation of the full process, implementation of necessary adjustments, launch of a new cycle	February–May 2027	Revised plan for the new cycle
Establish long-term financing	January–March 2027	Organisational development running on a sustainable long term basis

Related Actions and the Form of Connection:
Training of Youth Workers: complements the organisational development
Support for Youth Work – Economic Actors: potential funding source
Youth Centre (House of the Future), Smaller Youth Spaces: as venues, and if a Youth Centre exists, also an organisational matter
Support for Youth Work – City Hall

SC3/A5

Establishment and Operation of a Youth Centre in Physical and Digital Spaces

YOUTH CENTRE (House of the Future, integrated with the Green Service House): establishment and operation at a central, easily accessible, fully accessible, and green location, based on the results of youth surveys. An inclusive, youth-friendly, safe community and "one-stop" service space, taking into account the needs of disadvantaged (HH) and special educational needs (SNI) youth. Services to include youth support programmes, information on services and opportunities, a free communal space, leisure and community-building activities (e.g., beanbag film screenings, band rehearsal rooms) all within a single building, with regular opening hours. Operation of digital platforms, an e-sports room to engage young gamers in the community. Coordination of collaboration with smaller youth community spaces. One-stop service: professionals are accessible within the centre or via delegation. Facility to include sports areas and green spaces. Opportunities for online/offline feedback. Career guidance workshops in cooperation with small businesses and companies. Space for participation in decision-making, volunteering, career advice, civil society activities, training for youth and youth workers, tutoring, EU projects, and more. **YOUTH ONLINE PLATFORM:** establishment of an online platform for information sharing, engaging youth in local decision-making, and community building. The platform's functions were originally compiled during the second pilot action with youth involvement, as part of a proposed Youth Mobile Application (see: 2nd Pilot Action and Appendix 4).

Planned Outcome	Planned Result: A central youth centre that fosters closer collaboration among organisations working with young people, maximises synergies, and supports more active and successful youth, including reaching the middle group. Young people in Veszprém will have a reason to stay because they receive personalised support within an inclusive institution. All-in-one services: mental, social, learning, digital, and employment support, as well as leisure and sports opportunities, framed within an environmentally conscious approach. In the digital space, answers are easily accessible according to young people's needs, with opportunities for providing feedback.
Indicators / Target Values	One central youth centre, operational hours, monthly usage (number of services and participants) Monthly active users of the youth app and website, number of functions available in the app
Current Status, Baseline, Inspiring Good Practices	According to a survey conducted at the launch of the Érted Youth Club, xxx participants (xx%) would like a central youth centre in Veszprém. During Working Group meetings, the question arose whether a single central location or multiple smaller sites would function better. The Lélektér Foundation previously operated the Veszprém Youth House (with an outdoor cinema, Erasmus and municipal funding), and a new location is currently being sought. Érted Youth Club: First pilot action of NextGen; operated by CSSK since July 2024, providing programmes, services (psychological), offline and online games. Other locations: Napsugár Club, ZUG, PannonKöztér, Családika (Agóra, Acticity), Lélek Éled Kör Anyafonal Mother-Baby Club, Édes Terhem Babywearing Club, American Corner. Online Platform: CODE CREATOR (Digital Knowledge Centre), resulting from the 2nd pilot action: feature table created. International Good Practices: Oulu, Cartagena, Viladecans – "one-stop" youth advisory houses offering comprehensive Youth Space. Cartagena: comprehensive Youth Space; Aarhus: BRUS online and offline support programme; Eindhoven: Dynamo Esports Centre, Pitstop Drop-in Centre, The Walk-in after-school care centre; Oulu: Byström One-Stop Guidance Centre, Youth Information and Counselling, Advisors on summer jobs and social employment; Perugia: Youth Service Centre, Youth Information; Tetovo: Restoration of youth council premises; Viladecans: Youth Resource Centre.
Related ICST Strategic Goal(s)	SC1 Active young citizens SC2 Trained, collaborative youth workers SC3 Youth-friendly community spaces
Connection to Strategies	European Youth Goals (next page), Veszprém Youth Strategy: intervention proposals 1, 2, 24, 25, 29, 36; HEP: digital skills, mental wellbeing; Veszprém 2030: Digital Welfare Centre; Smart City Strategy: youth information platform
Coordinator	CSSK, ÖK, CODE CREATOR
Partners	PE IK, HTK, TSI, ADAMB, CSSK, Autispektrum, VÉF, Ép Lélek Association, Forrástér, American Corner, language schools, ActiCity, ÖK, sports clubs, companies (e.g., Valeo, MagnetBank), ÁSK, Police
Resource Requirements (financial, personnel, infrastructure/equipment/ digital)	Over HUF 15 million. Salaries for 2 full-time youth worker specialists, IT and communications staff; operational company (ÖK), municipal budget, infrastructural project, sponsorship from economic actors, potential co-ownership, operational costs, advertising.
Potential Sources of Funding	Sponsorship for social causes from MagnetBank, sponsorship from economic actors, ÖK Youth Strategy budget line, grant funding, European Youth Capital award, municipal participatory budget.
Monitoring	Comprehensive monitoring system for site selection, renovation, operation, maintenance, and continuous monitoring of services within the centre. Expectations and satisfaction measurement.
Risks	Youth Centre (House of the Future): significant lack of funding, organisational challenges, vandalism. Youth online platform: low youth uptake, insufficiently youth-friendly, lack of awareness.
Risk Mitigation	A market-based operational model (e.g., Romania – Iaşi) with diversified, multi-source financing. Identification of grant funding opportunities. For the online platform: involve young people in the design process, implement effective promotion, and use a youth-oriented design.

Activities within the action	Timeline	Tangible outcome / output
Selection of appropriate digital channels; survey of young people	Autumn 2025	List of digital channels used by young people
Needs assessment of young people regarding the Youth Centre (opening hours, services, facilities, programmes), involvement of influencers to encourage survey participation	November 2025	Expectations regarding services (opening hours, needs, etc.)
International and domestic good practices (Oulu, Kecskemét, Újbuda, etc.)	Autumn–Winter 2025	Transferable good practices
Budget planning, securing financial resources (grants), involving local economic actors via young people, involvement of influencers	Autumn–Winter 2025, Spring 2026, continuous grant applications	Preliminary budget plans; list of supporting companies, contacts, reach; submitted grants, financing secured
Determination of size, functions, layout, equipment, design, and name together with young people – involvement of influencers	Spring–Summer 2026	Completed plans and updated budget
Determination of size, functions, layout, equipment, design, and name together with young people – involvement of influencers	From March 2026	Partner organisation network established, cooperation agreed
Grant applications (European Youth Capital), implementation	Spring–Autumn 2026	Successful grant award, resources utilised, implementation completed
Operation and communication	From February 2027	Successfully functioning Youth Centre, continuous communication, well-managed organisation with many young users and services tailored to their needs
Evaluation, collection of feedback, and adjustments accordingly; training and involvement of peer supporters	2027	Services aligned with needs; successful training programmes
Strengthening cooperation – providing a venue, forum, professional workshops, and exciting programmes for young people (international programmes, sports-focused, environmental focus)	2027	Successful collaboration; vibrant Youth Centre
Supportive environment – professional days for schools, economic actors, Youth Centres; organisation of new trends and study visits	2027-2028	Successful cooperation; satisfied young people and economic partners; long-term, sustainably funded Youth Centre

Related actions and their form of connection:
Survey of young people's needs – to be included as part of the needs assessment necessary for planning the centre
Training of young people – the centre could serve as the venue and coordinator for these programmes
Smaller youth spaces – the centre could coordinate the cooperation between smaller youth spaces
Training of youth workers – the centre could act as the venue and coordinator for these trainings
Organisational development of youth-supporting institutions – the centre's development would be part of this
Support for youth work – the centre would facilitate its establishment and continuation

SC3/A6

Cooperation of smaller youth spaces in a network with a shared online information platform

The aim is for smaller youth spaces to be easily accessible, barrier-free, and well-known among young people in their respective neighbourhoods, functioning as a network with strengthened cooperation. This cooperation is supported by a shared online information platform.

The spaces should be inclusive, youth-friendly, and safe, taking into account the needs of disadvantaged young people and those with special educational needs. They should operate as community and service spaces, potentially linked to other local services, with regular opening hours and digital platforms to engage and support young people. Smaller youth spaces should be aware of and promote each other's activities, and, where possible, offer their own services in other locations. If, in the long term, a larger youth service centre is established, these smaller spaces would also connect to it, as it could take on a coordinating role. Professionals available in the smaller spaces should know where to refer young people if specific services are needed.

These smaller centres (e.g., Napsugár Club, ZUG, Érted, Családika, Anyafonal, and potentially branch libraries in the future) can, in line with the Jövő Háza concept, combine leisure opportunities (e.g., table football, workshops) with environmental awareness on a smaller scale.

For this action, the development of the central digital platform mentioned in action A/5 is important. This platform will provide information on available services, locations, and programmes (covering leisure, community, learning, career, mental health, and community feedback functions—designed based on young people's opinions collected during the test action). Youth spaces will upload information about their own services and programmes or send it to the coordinator. A youth-oriented informational publication (a leporello) will complement the platform, providing details about the services and locations.

Planned Result	Closer connections with young people living locally (where the services are provided), as well as successful networked cooperation between the city's large and smaller youth centres and other organisations, exploiting synergies through the online information platform, resulting in more active and better-equipped young people.
Indicators, Target Values	Number of collaborations established between smaller youth spaces, number of network members, number of contacts among network members, proportion of young people from each neighbourhood visiting the smaller youth spaces, number of visitors to the information platform, and number of programmes accessible via the platform.
Readiness, Baseline Values, Inspiring Good Practices	The Érted Youth Club is part of the NextGen project test action. Additional locations include: Napsugár Club (ADAMB), ZUG (EKMK, Komakút Square), Családika (Agóra, CSSK), Lélek Éled Kör Anyafonal Mother-Baby Club. The VEB2023 Tourism Destination Management platform could also host services and programmes from youth organisations and community spaces, searchable by age group. Based on the "Youth App" test action results, an online platform can be established (see Appendix 4). International good practices include: Cartagena – comprehensive Youth Space; Eindhoven – Dynamo Esports Center, Pitstop Drop-in Center, The Walk-in after-school care; Oulu – Youth Bysis Gaming & Media Space.
Related ICST Strategic Objectives	SC1 Active young citizens SC2 Trained, cooperative youth workers SC3 Youth-friendly community spaces
Strategic Links	European Youth Goals (next page), Veszprém Youth Strategy: intervention proposals 2, 11, 24, 25, 36; HEP: digital skills, mental well-being; Smart City Strategy: youth information platform.
Coordinator	ÖK – if a full-time youth officer is appointed; in the long term, the centre described in A/5.
Partners	All local organisations working with youth (NextGen MCS members), sports and student employment organisations. Stakeholders: young people living, studying, or working in Veszprém, disadvantaged youth. VEDIÖK, PEHÖK, VÉF HÖK, schools, Chamber of Commerce, SMEs, larger companies, financial institutions (career guidance lectures, support), Tourinform Office (as an information point).
Resource Requirements (financial, personnel, infrastructure/equipment/digital)	1–15 million HUF: employment of one youth worker per centre, fees for branch librarians, training fees, accessibility improvements.
Potential Sources and Financing	Sponsorship by Magnet Bank for social initiatives, sponsorship from economic actors, Chamber of Commerce (business breakfast), ÖK budget, Youth Strategy budget line, grant funding (e.g., if awarded European Youth Capital), municipal participatory budgeting. The STCYSL project (starting November 2025), which aims to adopt URBACT good practices from Lublin youth community spaces, could also support the development of youth spaces and their cooperation.
Monitoring	Survey research upon entering and exiting the institution. Development based on results.
Risks	Lack of information, few young participants, non-cooperative professionals.
Risk Mitigation	Youth-friendly promotion (influencers, free "come-and-try" programmes), targeting parents in promotion, surveying and training young people, integrating youth worker training into actions, and ensuring the online platform also features smaller community spaces.

Activities within the Action	Timeline	Tangible Result / Output
Conduct interviews or focus group discussions with youth workers in smaller youth spaces, alongside surveying young people, focusing on collaboration	Nov 2025	Insights into young people's expectations regarding services (opening hours, needs, etc.) and understanding of facilitators or barriers to collaboration among youth workers
Adopt experiences and ideas from other Hungarian cities (Kecskemét, Újbuda, etc.) and international good practices (Eindhoven)	Autumn–Winter 2025	Transferable good practices identified
Develop frameworks for collaboration and information flow	Spring 2026	Not only formal collaboration agreements, but also established process regulations
Use of a digital platform – linked to youth workers' digital training and organisational development within their institutions	Autumn 2026	Established collaboration and appropriate knowledge level

Related Actions and the Form of Connection:
Surveying Young People's Needs – the survey primarily concerns the youth spaces, and the results will support their development.
Youth Training – the youth spaces could serve as venues for these trainings.
Youth Worker Training – the youth spaces could serve as venues for these trainings.
Organisational Development of Youth Support Institutions – the organisational development of the youth spaces.
Youth Centre in Physical and Digital Spaces – could take on a coordinating role.
Support for Youth Work – would assist in the operation and collaboration of the youth spaces.

SC4/A7

Strengthening Support for Youth Work Among Decision-Makers – Open City Hall, VIP (Veszprém Youth Dialogue)

Establishing dialogue between city decision-makers, youth workers, and young people through the VIP Youth Roundtable meetings, where City Hall staff in decision-making positions, young people, organisations and institutions engaged in youth work, and economic actors share their experiences, ideas, and needs, and develop proposals for the City Assembly. Development of online dialogue platforms. Coordinators: a full-time youth officer and a junior colleague, who facilitate the dialogue. Creation of an interdepartmental working group. The VIP Roundtable ensures communication between the Mayor's Office, youth organisations, and young people. The free online toolkit Democracy Reloading supports collaboration between City Hall staff and young people in local decision-making. Further details can be found in the chapter Implementation Framework, section 4.1.

Planned Result	City Hall staff and decision-makers recognise the importance and role of municipal youth work and actively support it. The City Hall becomes more open to continuous dialogue with young people. Staff, youth workers, and young people collaborate effectively, equipped with the necessary knowledge and skills, and the organisational conditions are in place to support this.
Indicators / Target Values	At least 4 VIP Roundtable meetings per year, continuing collaboration with the NextGen YouthWork working group. At least 5 City Hall staff actively involved in the Youth Working Group. At least 10 young people actively involved in the VIP Roundtable. At least 1 online platform (e.g., suggestion box, chat interface). Number of participating City Hall staff and young people. Roundtable minutes published on veszprem.hu, relative to the number of meetings. Development of active membership numbers of the Roundtable per year.
Readiness, Baseline, and Inspirational Good Practices	Currently in operation: Youth Roundtable, NextGen working group, Deputy Mayor responsible for youth affairs, operational level managed by the sports officer handling youth issues. Strategic Office: coordination of international youth projects. Public Welfare Office: NextGen MCS member is the social affairs officer of the Social Policy Group. Youth Advisor position has been held for several years, currently inactive. Experiences from Youth Strategy renewal – workshops, dialogue, involvement of organisations. International Good Practices: Aarhus: City Plan for digital inclusion regarding online city services Eindhoven: Youth Council, Jong040, Future Mentors Project Oulu: Advisors on summer jobs and social employment, Arpeetti Employment Programme Tetovo: Restoration of youth council premises
Related ICST Strategic Goals	SC1 Active citizen youth SC2 Trained, collaborative youth workers SC3 Youth-friendly community spaces SC4 Supportive environment
Strategy Alignment	*Icons in tables after this section*
Coordinator	Within City Hall – Youth Working Group: Deputy Mayor responsible for youth affairs; Cabinet Office: youth officers; Public Welfare Office; Strategic Office: youth project coordinator. Working group coordinator: youth officer under the supervision of the Deputy Mayor.
Partners	Key persons: Vice-Mayor M. Sótonyi, Deputy Mayor Péter Muraközy, VIP Working Group members, member organisations of the Youth Roundtable, individual youth members, NextGen Professional and Youth MCS members, CSSK – school social workers, Érted Youth Club, student council presidents.
Resource Requirements (financial, personnel, infrastructure/equipment/digital)	HUF 1–15 million: employment of 1 youth worker per centre, fees for branch librarians, costs of accessibility improvements. Certain elements supported by grant funding (e.g., Erasmus+ youth participation). Many free training opportunities (e.g., Democracy Reloading toolkit in Hungarian, online). URBACT Com'ON CITY project for best practices on youth participatory budgeting, if Veszprém participates; support from the economic sector.
Potential Sources / Financing	Magnet Bank sponsorship, sponsorship from economic actors, Chamber of Commerce (business breakfast), City Hall budget, Youth Strategy budget line, grant funding, Youth Public Foundation.
Monitoring	Attendance sheets, photos, minutes, reintegration of results, checks. Feedback questionnaire on usefulness and suggestions. Evaluation of created platforms online and through focus groups.

Risks	Multiple organisations working on the same programme element without collaboration. Failure to mobilise young people. City Hall staff reluctant to participate. Capacity constraints.
Risk Mitigation	Appoint a coordinator to strengthen collaboration. Engage young people by identifying reasons for lack of participation (timing, communication). Lobby and launch an information campaign to persuade staff and young people, and gather feedback via online surveys or focus group interviews.

Activities within the Action	Timeline	Tangible Results / Outputs
Step 1 – HEP: Identified need at City Hall: establishment of a full-time Equal Opportunities Officer position; definition of the role through consultation (tasks: coordination of the Youth Roundtable, coordination of youth programmes in Veszprém, liaison with youth organisations and young people, coordination of the VIP Working Group and organisation of VIP Open Days at City Hall, representation of youth affairs in municipal strategies).	January 2026	Youth professional(s) join the Mayor's Office; through the new coordination role, greater emphasis is placed on supporting young people and ensuring smoother cooperation.
Implementation of the Youth Roundtable's function and more effective operation – as outlined in the Organisational Background section: submitting proposals to the City Council, increasing the number of annual meetings, involving more organisations, promoting individual participation among young people, involving the Public Welfare Office and Strategic Office, publishing meeting minutes (as with the Council for the Elderly or the Social Policy Roundtable), monitoring the Youth Strategy and reviewing the NextGen ICST, organising study visits in the region.	Jan–May 2026	Regular and effective meetings, broader representation, greater transparency, and increased inspiration.
Making the existing participatory budgeting call more youth-friendly, incorporating non-infrastructural objectives, launching it among young people, and, if successful, adapting best practices from Cluj-Napoca.	From Dec 2025	More young people feel ownership of their city, experience being listened to, and actively contribute to their community; they participate in shaping the participatory budgeting process, and submit more ideas when calls are announced.
Introduction of the Democracy Reloading Toolkit at City Hall for relevant staff + free training sessions. Awareness-raising workshops at City Hall for department heads and VIP Working Group members.	Jan-March 2026	The spirit of Democracy Reloading becomes embedded, more trained staff at City Hall.
VIP Open Days at City Hall, allowing young people to learn about the work of the administrative units, the Committees, the City Council, and the Youth Roundtable (including an open-air Council meeting).	Spring 2026	Engaged and curious young people, attractive entry point into the VIP initiative, and growing youth participation.

Related actions and form of connection:
All actions, as the organizational background described in the action would help implement, monitor and plan new actions.

SC4/A8

Strengthening the Support for Youth Work Among Economic Stakeholders

Engaging economic stakeholders and encouraging their participation with the aim that they contribute to the implementation of the NextGen project actions by providing knowledge or other resources. Through their involvement, they have the opportunity to showcase their business to potential future employees and/or service users, and, at the same time, gain promotional visibility via the online and offline channels of the actions or organisations they support. Involvement of economic stakeholders can significantly motivate young people, as it may also create future employment opportunities. Within this action, meetings such as business breakfasts or corporate weekends will be organised based on needs assessments and preparation. The success of these events is crucial, as they underpin the stability of funding and the realisation of project plans. To identify suitable market actors, the networks of MCS members and existing business relationships will be utilised and re-evaluated. Employees of these businesses could also benefit from training and development opportunities for their children, and parents themselves could be involved in these programmes (e.g., digital skills, mental health promotion), allowing employees to develop personally while making the supporting company more invested in the initiative.

Planned Outcome	From the compiled list of economic stakeholders, engage at least three (e.g., Balluff) through direct contact and meetings (e.g., business breakfasts). Secure sponsorship or other support from these market actors for the implementation of specific ICST actions. Career orientation sessions involving at least 10 young people in collaboration with the three engaged economic stakeholders.
Indicators / Target Values	Number of economic stakeholders approached Number of meetings or contacts established Number, type, and monetary value of support received, as well as the number of young people involved
Current Status, Initial Values and Inspiring Good Practices	VVI: municipal organisation working on urban sustainability development, including a social pillar. The Youth Roundtable can serve as a forum for dialogue between VVI, youth professionals, and economic stakeholders. Current municipal youth-related responsibilities include: Deputy Mayor responsible for youth affairs, councillor, sports officer, coordinator for international youth projects, and social administrator. The youth advisory role was appointed for several years but is currently inactive. A full-time youth officer is needed. Good practices: Budaörs Community example; Iași FabLab Youth Community; Oulu: Advisors on summer jobs and social employment and Arpeetti Employment Programme; Perugia: Youth Information, CLIMCOOP project organising forums for economic actors, municipal pact. NONA project: involvement of the financial sector in development, partner: Magnet Bank; Autispektrum Association – collaboration with Magnet Bank. Contributions from Temesvár B. to be added.
Related ICST Strategic Goals	SC4: External environment supporting youth work SC1: Active young citizens – needs assessment and skills development SC2: Trained, collaborative youth workers and peer supporters SC3: Youth-friendly community spaces online and offline, with close cooperation (this action touches all objectives, depending on which action they sponsor)
Strategy Alignment	European Youth Goals relevant to the supported action
Coordinator	Veszprém Urban Development and Innovation Ltd
Partners	Local economic stakeholders (including Magnet Bank), Chamber of Commerce, Student Councils, PE – GTK, VSZC – contacts with market actors, MCS members – access to market actors through their networks, embassies, individual donors (crowdfunding)
Resource Requirements (financial, personnel, infrastructure/equipment/ digital)	Opportunities identified after mapping existing network capital; a specialist to explore opportunities and lobby. Collaboration with the action coordinator to connect actions and sponsors; venue for meetings; pitch preparation – for youth workers and young people; projector, laptop, office supplies.
Potential Funding Sources	Iași (Romania) good practice: companies + local government + youth organisations co-managing a youth centre, FABLAB good practice (knowledge transfer from business to young people for business creation). Magnet Bank corporate social responsibility sponsorship; sponsorship from other local economic actors; Chamber of Commerce (business breakfast); Erasmus+ application? Dialogue between young people and decision-makers in the economic sector.
Monitoring	Programme evaluation; feedback from economic stakeholders and young people regarding career orientation sessions; incorporate feedback into future actions.
Risks	Failure to motivate economic stakeholders. Failure to engage or prepare young people. Lack of capacity for coordination. Inexperience with involving market actors increases the likelihood of mistakes.

Risk Mitigation	Conduct interviews with approached economic stakeholders to identify reasons for non-engagement and/or request referrals to others. Ask young people about reasons for passivity.

Activities within the Action	Timeline	Tangible Outcome / Output
Listing potential economic stakeholders that could be involved with NextGen Working Group members, mapping possible personal contacts, and reviewing funding options	Autumn 2025	A comprehensive list of potential funding sources and economic stakeholders, including contacts, designated points of contact, and targeted outcomes.
Preparing an information package for initial contact with economic stakeholders (which actions, level of support sought, benefits), testing it, and distributing it	January 2026	An attention-grabbing, well-designed email and summary materials, distributed to potential stakeholders.
Clarifying objectives and responsibilities at a workshop-style event: defining goals, participants, sub-tasks, deadlines; involving a lobbying specialist; preparing young participants	February 2026	Clear allocation of tasks and responsibilities, operational and collaboration principles, process rules. Competent, prepared young people capable of engaging in fundraising and lobbying.
Organising meetings between the Youth Working Group, youth workers, and economic stakeholders, involving the Chamber of Commerce (e.g., participation in business breakfasts), presenting the actions	March 2026 – ongoing	Meetings take place; economic stakeholders understand the benefits of involvement, followed by multiple subsequent meetings.
Developing and formalising specific collaboration agreements with economic stakeholders, integrating sponsorship and support into the implementation of individual actions	March 2026 – ongoing	Meetings are held; economic stakeholders recognise the value of their involvement. Concrete collaborations established, including financing and additional support for specific actions.

Related Actions and Form of Connection:
All actions are connected, as this action supports the financing of the other actions and, through the involvement of economic stakeholders, facilitates the implementation of Action A/7.

#7 MINŐSÉGI FOGLALKOZTATÁS MINDENKINEK   #8 MINŐSÉGI TANULÁS

SC4/A9

trengthening the Support for Youth Work among Teachers (Educational Institutions) and Parents

Reinforcing and building the relationships between the Municipality and local youth support organisations with committed teachers and school leaders. Initiating joint projects between schools and educational organisations, organising school information days, and providing teacher training on available youth support services, digital programmes, and ongoing actions. Training sessions for teachers. Involving organisations that support disadvantaged students in informing schools (e.g., AutiSpektrum, SAS Committee). Engaging parents and offering parent-specific training on these topics.

Planned Outcome	100% of the city's secondary schools are reached, with at least 50% of them engaged in personal consultations with the principals during the first three steps. From these schools, at least one key teacher is engaged to initiate cooperation. Around 5% of the city's teachers are able to participate in the training sessions, with a minimum of two sessions conducted annually. Two parent-specific training sessions are held each year, with at least 15 parents attending. A leaflet (see Action A/6) will be produced, distributed to all form teachers, and sent to parents.
Indicators / Target Values	Number of school information days; number of contacts with key teachers and school principals; number of teacher training sessions; number of parent-specific training sessions.
Readiness Level, Baseline, Inspiring Good Practices	Initial contact with schools is made through school and kindergarten social workers. Parents are engaged via existing parent groups (CSSK, Child Psychiatry, Babywearing Club) and through teachers and other support professionals. The experience of the AutiSpektrum Association is utilised: school leaders and school authorities were informed simultaneously in a joint forum. International Good Practices: Cartagena – Youth Correspondents in Schools; Klaipeda – VR Education; Oulu – Youth Information and Counselling.
Related ICST Strategic Goals	SC1 Active Young Citizens; SC3 Youth-Friendly Community Spaces; SC4 Supportive Environment.
Connection to Strategies	European Youth Goals (icons on the opposite page).
Coordinator	Municipal Youth Officer + Junior Youth Coordinator, main partner: CSSK via school social workers.
Partners	Local youth support organisations collaborating with educational institutions; KLIK and VSZC; educational institutions, school leaders, partner teachers; economic actors and companies for career orientation programmes; municipal initiatives such as Open Days at the Town Hall, Youth Day, Youth Ball, youth projects; CSSK, Child and Youth Psychiatry, Babywearing Club, Anyafonal existing parent groups.
Resource Requirements (Financial, Personnel, Infrastructure/Equipment/Digital)	0–1 million HUF. Budget for new staff: Municipal Office. Mapping existing networks to identify potential contacts (e.g., acquaintances or relatives in leadership positions who can be approached). Salary for a professional to map opportunities and engage in lobbying (fixed term). Venue for meetings, preparation of young participants and civil society actors, projector, laptop, office supplies.
Potential Sources / Funding	Full-time youth officer to manage contacts and communication; funds to compensate school contact persons; accredited training opportunities for key teachers to support their role (including classroom time recognition), who could also act as mentors in the "peer training" action. Sponsorship from economic actors, involving them in career orientation to create motivation (potential workforce). Erasmus+ grant, integrated with youth training (including key teachers' training), teacher training, and peer supporter training.
Monitoring	Analysis and conscious evaluation of contacts (according to set criteria); evaluation of teacher and parent-specific training sessions; continuous improvement of contacts and trainings based on results (potentially involving a professional).
Risks	Lack of cooperation, capacity shortages and insufficient funding.
Risk Mitigation	A full-time youth officer coordinates the tasks. For engaging parents and teachers: utilise informal networks and involve a mediator to ensure all parties are motivated and invested.

Activities within the action	Schedule	Tangible Outcome / Output
Mapping existing initiatives and relationships – identifying what CSSK, the City Hall, Autispektrum, the Drug Ambulance, the Police, and other organisations are doing or planning in relation to schools/teachers; finding and strengthening synergies; collecting experiences, best and worst practices; identifying key teachers in each school to build on, and determining how to engage and motivate them (e.g., through recognition or incentives); assessing needs and the realistic use of digital platforms for collaboration and communication with young people (through workshops with a few teachers from different types of schools).	Autumn 2025	List of teachers to engage, including names and contact details. Written summary of experiences as a starting point for outreach.
Contacting schools and key teachers – defining cooperation frameworks; organising a joint event to provide information; if needed, one-day team-building and informational workshops for 1–2 key teachers per school; invitation to VIP Roundtable.	February 2026	Established live contacts, list of reachable teachers, workshop experiences.
Family Support Youth Festival (under ESZA grant) – invitation of key teachers and young people.	Spring 2026	Experience and insights from the Youth Festival, leading to improved cooperation.
Annual team-building, feedback and motivational event (e.g., Teacher Picnic linked to Long Table Picnic or around Teacher's Day).	June 2026	Strengthened cooperation.
Joint digital platform development – short training on its use, active utilisation; additional training on methodology for continuing conversations with young people via Discord or other agreed digital channels.	May–June 2026	apid, intensive online communication.
Participation of key teachers in moderated online youth community programmes (e.g., on Discord or other agreed digital channels) as experts on specific topics, organised and facilitated by youth workers.	Autumn 2026	Close cooperation established in the online space as well.

Related actions and the form of connection:
Youth training – the trained peer school mentors operate within the schools, requiring the cooperation of the institutions. Connection to other actions: teachers and schools are informed, among other things, about the actions being implemented.

4.

Recommended Framework For Implementation

4.1

Organisational Background and Decision-Making

The organisational and decision-making framework outlined here can provide a structure not only for youth work but also for the development, consultation, and decision-making on other youth-related topics.

Within the Mayor's Office:

The Municipal Assembly decides on the budget related to the Youth Strategy, the proposals of the Youth Roundtable and grant applications. The leadership level is represented by the Deputy Mayor responsible for youth affairs and the Head of the Mayor's Cabinet Office. The advisory level is represented by the councillors responsible for church and youth affairs and sustainability, as well as the junior youth advisor (currently unappointed).

The operational level is represented by the Group Leader of the Mayor's Cabinet Office and the office's sports officer, who also manages youth-related tasks. Additional actors include the Strategic Office project coordinator(s), who oversee international youth projects and grant applications.

Recommendations:

Full-time Youth Officer with appropriate qualifications or experience, preferably with English language skills (to facilitate engagement with digital platforms and international projects).

Junior Assistant working as an intern, ideally with relevant qualifications or ongoing studies and English proficiency. As a young person, they could also fulfil the youth advisory role.

Proposed new organisational structure:

The Youth Workgroup, meeting at least four times a year, ensures cooperation between the Mayor's Office departments and municipal organisations. It works according to an annual work plan developed based on the relevant strategies, prepares the VIP Roundtable sessions, integrates the professional perspectives of its constituent units and organisations, and communicates the outcomes and emerging issues within its own organisational unit. Coordination: Youth Officer with support from the Junior Assistant Participating offices and municipal organisations:

Permanent participants:

Mayor's Cabinet Office: Sports Officer, member of the NextGen Professional Workgroup, and coordinator of the Youth Workgroup

Welfare Office: Social Officer, member of the NextGen Workgroup; planned Equal Opportunities Officer

Strategic Office: Coordinator of international projects, coordinator of the NextGen Professional Workgroup

Veszprém Family and Child Welfare Integrated Institution: School Social Worker, member of the NextGen Workgroup, operates the "Érted" Youth Centre

Occasional participation, depending on the topic related to a specific organisation or decision making level:

City Operations Office: Group Leader, coordinates Veszprém's participatory budgeting

Veszprém Urban Development and Innovation Ltd.: Sustainability, engagement of economic actors

Deputy Mayor, Councillors

Within the city:

As a proposed evolution of the Youth Roundtable, the Veszprém Youth Dialogue (VIP Roundtable) will be established.

Tasks:

• Reviewing topics prepared by the Youth Workgroup
• Discussing initiatives from member organisations
• Monitoring the implementation of actions
• Monitoring the Youth Strategy (existing task) supplemented by monitoring the NGYW Integrat-ed Action Plan
• Supporting the strengthening of youth elements in other relevant city strategies
• Producing an annual report and work plan on the Roundtable's activities and proposals, submit-ting recommendations for the youth budget line to the Municipal Assembly
• Organising professional study visits in Veszprém and the region

Operation:

• Meetings are held four times a year, preceded by Youth Workgroup meetings.
• One meeting per year is held in a less formal setting, engaging young people, e.g., linked to an outdoor event (Youth Day).
• Goals include expanding the Roundtable, raising awareness, involving city stakeholders including individual young people, and integrating members of the NGYW Professional and Youth Workgroups to ensure ongoing collaboration, continuous communication, professional exchange and incorporation of young people's opinions and ideas.
• For youth-friendly, inclusive operation, clarity of documents, communication style, venue and timing, and required voting thresholds are important.
• Meeting minutes are published on the youth platform (e.g., a subpage of veszprem.hu) and dis-tributed to members.

Members:

• NGYW Workgroup (Annex 2) and Youth Roundtable organisations
• Civil House
• Secondary school principals and teachers
• Economic actors (e.g., Balluff)
• Individual young people
• Members of the Drug Coordination Forum
• VEDIÖK, PEHÖK, VÉF HÖK (minimum one representative each)
• Student union presidents of local secondary schools
• NGYW action coordinating organisations (if different from the above)
• School ambassadors

4.2

Stakeholder Involvement

A participatory approach remains a priority even after the project's completion, during the implementation and monitoring of the ICST. Accordingly, members of the project Workgroup and the Youth Workgroup will participate professionally as members of the VIP Roundtable described in section 4.1. Representatives of municipal departments and organisations will also take part in the Youth Workgroup and act as partners in implementing the actions. Under leadership guidance, the participation of relevant organisational units in the Youth Workgroup is ensured, with the expectation that they can represent the perspectives of their respective fields. The involved organisations also play key roles in these bodies as coordinators of individual actions.

The engagement of young people in the work of the VIP Roundtable and in youth-friendly operation requires special attention and expertise – which is planned to be ensured through a trained Youth Officer. The VIP Roundtable functions as a youth community space, so the expectations outlined in the youth space-related action – being youth-friendly, inclusive, safe and accessible – are fundamental here as well.

Another important consideration is that when renewing related city strategies, the involvement of relevant professionals must occur both from the youth affairs perspective and from any other applicable sector.

4.3

Costs and General Financing Strategy

During the URBACT programme training, principles to follow when financing actions were discussed, including: diversification of funding sources, development of innovative financing mechanisms (e.g., social impact bonds, public–private partnerships, crowdfunding, participatory budgeting), efficient financial management, keeping funding opportunities up to date and, where necessary, clustering actions to increase competitiveness in grant applications.

In the case of crowdfunding, a large number of individuals collectively provide the financial backing for a specific project or development, typically via the internet. The advantage of crowdfunding is that it allows community members to actively shape the city, propose and implement ideas and realise projects that would not have emerged under traditional municipal frameworks. This provides not only additional development resources but also increases civic engagement and activity, empowers the community to drive change and fosters dialogue and collaboration among city stakeholders. The participatory budgeting initiative launched in Veszprém in 2025 allows residents to submit development ideas and implement the projects they vote for, funded separately, provided these projects are not already included in the municipal budget.

A key objective of our SC4/A8 action is the involvement of economic actors in financing. In this context, it is important to consider corporate social responsibility frameworks. For instance, larger companies often assess whether prospective projects meet relevant ESG (Environmental, Social, and Governance) criteria when evaluating funding requests. When seeking bank financing, it is crucial to highlight the economic potential of the action, including its contribution to the local economy. For example, projects that support population retention, increase the number of primary school-aged children or reduce outmigration enhance the economic potential of the municipality and are more likely to secure bank financing.

It is also important to demonstrate that the actions are underpinned by appropriate expertise. Financial considerations outlined in the risk assessment in section 4.5 should be taken into account. The URBACT toolbox (URBACT Toolbox, Resourcing) provides methods to design a financing mix. URBACT projects can serve as gateways to European funding, as their Action Plans are based on strong partnerships and reflect the participatory and integrated approach expected in grant applications.

SELF-GOVERNMENT BUDGET

DOMESTIC GRANTS

VESZPRÉM PARTICIPATORY BUDGET

FUNDING, HUMAN RESOURCES

INTERNATIONAL GRANTS

INTERNS, VOLUNTEERS, SCHOOL COMMUNITY SERVICE

ECONOMIC ACTORS, INNOVATIVE SOLUTIONS

Fig …: Opportunities to create a diversified mix of financial and human resources

Source type	Source detailed	Estimated cost 2026-2032	Planned share
Municipal Budget	City Youth Fund budget lines • Implementation of the Youth Strategy (2025: HUF 3 million) • Youth Day (2025: HUF 5 million) • Youth Public Foundation • Own contribution for international youth projects: 2025 NGYW HUF 5.3 million; 2026, if successful, e.g., Lublin: HUF 7.5 million • Veszprém Participatory Budget Infrastructural developments (2025: HUF 100 million)	Approx. X million HUF Own contribution for national/ regional grant applications: approx. HUF 6 million / 2 years	30 %
Private Sector	• Sponsorship contributions • In-kind contributions (lectures, equipment, etc.) • Pro bono services • Cash support / scholarships • Applications from private sector actors and embassies for civil initiatives (e.g., Magnet Bank, TESCO) • Bank facilities available to municipalities (European Investment Bank, Development Banks, Commercial Banks) • Fundraising by influencers, private donors	X million HUF	10%
Domestic Grants	• TOP ESZA – how many hundreds of millions? How much is allocated to youth? • TOP Plus grants – e.g., Competitive County, Caring County (ESZA+)	X million HUF	30%
International Grants	• Erasmus+, Com'ON CITY (youth participatory budgeting), Spark the City! Youth Space Link (youth community spaces), URBACT Transfer Network calls, European Youth Capital applications, new applications with NGYW consortium members (NGYW 2023–2025: HUF 19.9 million; Hangadó 2022–2023: HUF 20.6 million; 2026 Lublin if successful: HUF 28.2 million) • URBACT transfer network grants (adoption of urban development best practices), EUI transfer partnerships, City-to-City initiatives – e.g., study trips on youth community spaces • American Corner: consultation with Anna regarding US grants • Digital Europe programme	20 million HUF/2 years	30%

Fig .....: Estimated allocation of resources for the implementation of the Action Plan

Developed Actions	Estimated cost (millon HUF)		
	0-1	1-15	15 <
SC1/A1 Regular assessment of young people's needs		▓	
SC2/A2 Training of young people and peer supporters		▓	
SC2/A3 Training of youth workers and fostering collaboration		▓	
SC2/A4 Organisational development of youth work institutions	▓		
SC3/A5 Youth Centre in both physical and digital spaces			▓
SC3/A6 Development and collaboration of smaller youth spaces		▓	
SC4/A7 Support for youth work – City Hall		▓	
SC4/A8 Support for youth work – economic actors	▓		
C4/A9 Support for youth work – teachers and parents	▓		

Fig...: The estimated cost of developed actions yearly or 2026-2032?

4.4

Timeline

The scheduling and the interdependence of individual actions are crucial for successful implementation. **A primary question is whether the project will have one or more coordinators who can work full-time on the central coordination of youth-related tasks, supported by a junior trainee colleague.** Following this, it is fundamentally important for the entire project to work on securing diversified financing. The first step in this process could be obtaining the support of key decision-makers. Supportive decision-makers → full-time youth officer (+1 junior colleague) → strengthening and establishing the team, working group, and roundtable → surveying young people → laying a multi-faceted and continuous foundation for financing (private sector, municipal budget, grant sources, innovative funding models) → implementation of further actions (training and collaboration of young people and youth workers, organisational development, development of youth spaces, digital urban youth platform, ensuring a supportive environment, organisational development of youth work institutions). Further interdependencies can be tracked within each individual action.

Support of decision-makers (City Hall) → Full-time youth officer + junior colleague (City Hall Action) / Financing matters (Private sector, Cooperation, and City Hall Action) → Working group and roundtable (City Hall, Cooperation, and Private Sector Actions) → Surveying young people (Survey Action) / Financing matters (Private sector, Cooperation, and City Hall Action) → Implementation of further ICST actions (training, on/offline spaces, organisational development, supporters) → Monitoring new survey (for all actions, monitoring, City Hall and Survey actions) → Feedback planning (City Hall action) more actions

Developed Action	2026	2027	2028	2029	2030	2031	2032
SC1/A1 Surveying the needs of young people							
SC1/A2 Training young people and peer supporters outside the school system							
SC2/A3 Training youth workers, mental health maintenance							
SC2/A4 Organisational development of youth support institutions							
SC3/A5 Youth Centre in physical and digital spaces							
SC3/A6 Development and cooperation of smaller youth spaces							
SC4/A7 Support for youth work – City Hall							
SC4/A8 Support for youth work – economic actors							
SC4/A9 Support for youth work – teachers, educational institutions, parents							

Fig.....: Planned tiimeline of developed actions (without preparations)

4.5

Risk Assessment

The detailed risks for each developed action can be found in the respective action descriptions.

Risk Type	Consolidated Risk	Likelihood of Occurrence	Estimated Impact	Steps to Mitigate Risk
Operational	Operational issues due to overload, lack of cooperation	Medium	High	Increased attention, involvement of a mediator/supervisor, frequent coordination, maintaining motivation
Financial	Missing/uncertain/irregular funding; engaging economic actors is a new area, lack of knowledge of new financing methods; missing funding opportunities; rigid thinking about potential funding sources	High	High	Present well-developed plans and survey results to decision-makers; exploit training opportunities (e.g., learning about new funding sources, URBACT Toolbox); map financiers and monitor calls for proposals; utilise advisory capacities of MFOI (local office in Veszprém) and banks (e.g., approach profit centres with project ideas)
Legal	Delays in obtaining approvals and permits	Low	High	Involve a lawyer; plan schedules with a focus on permitting processes
Human Resources	Missing youth officer(s) at the municipality	Medium	High	Strong advocacy; provision of a junior intern; temporarily appoint a youth professional from the grant budget (e.g., for 2 years)
Technical	Non-functioning technical equipment, disrupted information flow, missing competencies	Low	Medium	Involve an IT specialist; provide further training; exploit free training opportunities (Salto, Tempus Public Foundation, NIT); seek advice from international partners
Behavioural	Conflicts of interest among stakeholders, lack of information	Low	Medium	Ensure commitment from decision-makers; hear all stakeholders; maintain motivation; reward cooperation; coordinate and communicate effectively

4.6

Monitoring and Reporting

The essence of monitoring during the actions is to ensure that measurements are taken before, if necessary during and after each action. These measurements allow for the evaluation of each action's success and the feedback of lessons learned into the next implementation cycle. In defining indicators, the focus was on quantifiability and measurability (e.g., the number of young people and youth workers involved, events held, collaborations established). This enables a quantitative description of the extent to which an action has been implemented.

Satisfaction surveys, feedback, and regular youth needs assessments allow for tracking qualitative implementation and the impact beyond immediate results, assessing whether the set strategic ob-jectives are being approached or if adjustments are needed if so, in which direction and what should change. It also allows evaluation of whether the indicators themselves are appropriate. Monitoring should also consider whether the strategic objectives are moving the city towards the envisioned future, and this vision itself should be periodically reviewed. The initial monitoring period is the first half of 2026, followed by autumn 2026, and subsequently every October. The purpose of these review sessions is for the Youth Working Group and the VIP Roundtable to:

- Assess the proportion and success of actions implemented within the given timeframe based on the defined indicators, and determine what changes are needed at the action, strategic objective, vision, or organisational level.
- Identify changes in the city's life (financing, institutional, or in the circumstances and needs of young people) that justify modifying, supplementing, deleting, or adding actions or indicators.
- Propose responsible parties for actions planned for the upcoming period.
- Make recommendations regarding the next year's youth budget line concerning the planned actions.

The tables for the developed actions include the planned steps and schedule, indicators, expected results, and anticipated risks these allow assessment of success and whether identified risks have materialised or been mitigated.

This evaluation is prepared by the Youth Working Group as described in Section 4.1 and carried out by the VIP Roundtable with the involvement of the organisation coordinating the given ac-tion. Prior to the meeting, the coordinating organisation compiles and submits the results and provides a report (including, where applicable, input from participating organisations).

4.7

General Communication Strategy

We should place a strong emphasis on communication, and this activity should also be based on surveys. The central channels for this are digital media, school and other community media platforms, and V-Busz routes, all designed in a youth-friendly way that draws attention and stimulates young people's interest. Communication related to the actions should be presented using a consistent design.

There is a need to establish a concrete brand, with a logo and visual identity featuring consistent design elements (for example, the ReYouth Veszprém logo developed in the Hangadó project, #reyouthveszprem). A unified visual identity could also include initiatives such as a competition for students attending art schools, engaging young people directly. A consistent visual identity strengthens the message and ensures that all stakeholders immediately recognise and contextual-ise the content.

It is advisable to incorporate ongoing motivational elements and rewards (e.g., prize draws for survey participation) and interactive elements (such as polls on communication channels) to main-tain attention. It is important that a well-known and respected integrative personality serves as the 'face' of NextGen Veszprém or ReYouth Veszprém, ideally also an influencer. Where necessary or for specific topics, multiple influencers may be engaged to reach different target groups, including youth workers, upper primary and secondary school students and young adults.

4.8

Conclusion and Next Steps

As noted in the introduction, our future rests on young people, which is why it is crucial to place youth work at the centre, investing time and energy in the city's future and competitiveness. The four strategic objectives set out in the Action Plan focus on young people, youth workers, community spaces and the supportive environment. These objectives are intended to be developed and interconnected in practice through the nine actions described earlier. By implementing carefully planned and well-considered actions, the city can move closer to its desired vision:

„Youth work in Veszprém effectively supports the success of local young people in individual, family, and community life, with active participation from young people, taking diverse needs into ac-count and providing sustainable services in both physical and digital spaces."

This approach strengthens the cooperation of key stakeholders, the openness of the local government and the active participation of young people, all of which contribute to improving the over-all quality of life in the city. It is also important to view the Action Plan not as a static document but as a flexible set of goals and interrelated actions that can adapt to circumstances, incorporate lessons learned, and respond to regular surveys. This makes it an excellent tool for securing funding and preparing grant applications.

The Youth House mentioned in SC3/A5 can also be referred to as the House of the Future, which more broadly expresses its underlying purpose and vision. This integrated community space would include the Youth Information Centre proposed in the Youth Strategy but would not be limited to information dissemination. It would function as a vibrant, inclusive, youth-friendly community hub, ideally with a one-stop system where young people could access a range of services in one location. The Urban Green Office established through the BiodiverCity URBACT project could be closely connected to the House of the Future, providing environmentally con-scious young people with access to the latest green solutions. The space could also serve as an intergenerational hub, as envisaged in the Youth Strategy, welcoming older age groups to the Urban Green Office. Similarly, the Digital Welfare Centre included in the Veszprém 2030 Urban Development Strategy could link thematically and functionally to the House of the Future, with a youth- and green-focused perspective.

The integration of multiple functions and programmes for different target groups could generate strong synergies and a range of benefits. At the same time, careful attention must be paid during planning and implementation to ensure that the youth-friendly fo-

cus is maintained. Our goal is to make living in Veszprém cool for young people, both in the short and long term so that they feel their opinions matter, that they are seen and supported, and that the Veszprémi Ifjúsági Párbeszéd (VIP – Veszprém Youth Dialogue) is ongoing.

To achieve this, it is particularly important to establish a small paid professional team of two with in the Mayor's Office and to maintain cooperation between the relevant municipal offices, city organisations, and young people within the framework of the VIP Roundtable.

A coordinating and integrating youth work professional, supported by a paid junior trainee, can serve as a bridge between professionals, decision makers, and young people and can assist in exploring alternative funding mechanisms. This requires a committed municipal government supporting youth and a dedicated budget line to implement the NextGen project plans.

Necessary next steps:
• Plan the relevant 2026 municipal budget by the end of 2025.
• Integrate the ICST with the Veszprém Youth Strategy submit for approval to the City Assembly by the end of 2025.
• Establish organisational structures, decision-making processes and monitoring in the first quarter of 2026.
• Employ one youth officer and one trainee from 2026 onwards.
• Initiate funding and partnerships according to the starting steps of each action.
• Launch actions, implement communication strategies, and carry out monitoring and feedback loops.

References

Ivony, É. (2023). Demographic changes in the city of Veszprém between 2012 and 2021. In Studia Wesprimiensia, 25, I–II. Retrieved from https://ersekifoiskola.hu/images/article/2024/Studia_Wesprimiensia_2023_I-II_web.pdf

Domokos, T., Kántor, Z., Pillók, P., & Székely, L. (2020). Magyar Fiatalok 2020: Questions and answers – About young people, from young people. Budapest: Társadalomkutató Kft. ISBN 978-615-6198-06-8

Wootsch, P. (2009). Otthonosan itthon: Municipal youth work – Approaches to belonging. Budapest: Mobilitás Országos Ifjúsági Szolgálat.

Ikvai-Szabó, I. (2024). Presentation at URBACT National Campus 2024, OTP Bank, Head of Municipal and Public Service Customer Relations Division.

Tóth, K., Verhás, G., & Zsolt, (n.d.). Veszprém Youth Strategy. Retrieved from https://eszprem.hu/wp-content/uploads/2023/10/Veszprem_Ifjusagi_Strategia_23281kh_mell.pdf

Veszprém Municipal City. (2023–2028). Equality Programme.

Veszprém Municipal City. (2021–2027). Urban Development Strategy; Sustainable Strategy.

Additional strategies:
• European Commission. (n.d.). European Youth Strategy.
• Council of Ministers, Hungary. (2019). Digital Youth Work (Education, Youth, Culture and Sports Council).
• Council of Europe. (2020). Recommendations on Youth Work.
• Hungarian Government. (n.d.). National Youth Strategy.
• Hungarian Government. (n.d.). Digital Wellbeing in Hungary.
• Hungarian Government. (n.d.). Digital Government Strategy.
• Hungarian Government. (n.d.). Digital Education Strategy.
• Hungarian Government. (n.d.). National Digitalisation Strategy.
• Hungarian Government. (n.d.). Dobbantó Programme.

Appendices

Annex No. 1

Integration Aspects in the URBACT Project

Annex No. 2

List of Working Group Members and Their Institutions

Annex No. 3

Linking the Action Plans of BiodiverCity and NextGen YouthWork

Annex No. 4

Results of the Youth Mobile Application Pilot Action

1

Integration Aspects in the URBACT Project

2

List of Working Group Members and Their Institutions

3

Linking the Action Plans of BiodiverCity and NextGen YouthWork

BiodiverCity Action Titles and Brief Descriptions		Opportunities for Linking with the Two ICST Actions
Expansion of Climate-Adaptive Grasslands	Climate-adaptive grassland management on newly included areas, creation of seed mixtures, awareness-raising and attitude-shaping activities, Bioblitz events: playful surveys on new areas with community involvement, support for wildflower planting in suburban residential areas.	Involving young people in Bioblitz events and wildflower planting via youth community spaces, school ambassadors and networks of youth-supporting organisations.
Urban Beekeeping in Veszprém	Enhancing urban biodiversity through the placement of pollinator bees in city green spaces. Awareness campaigns, press briefings, dissemination (showcasing beehives) and honey tasting.	The Érted Youth Club is located near current city beehives (Heating Plant at Kálvin János Park), making it relevant to host young groups during dissemination events. Beekeeping and biodiversity programmes can also be organised in youth community spaces.
City in the Forest – Forest in the City	Digital tree inventory and monitoring system to track tree life cycles, optimise maintenance, and plan planting programmes. Development of green public space management protocols. Active involvement of residents, civil organisations, schools and businesses – tree-planting programmes, adoptable trees, volunteering in green space maintenance.	Tree-planting programmes, tree adoption and green space maintenance can be communicated to young people through youth workers and peer supporters. Youth community spaces can be considered as potential locations.
Community Composting in Veszprém	Selection of two locations, education of community gardens, installation of composters, awareness campaign, dissemination.	One site could ideally be near a youth community space, with young people and the organisation managing the space involved in education and dissemination activities.
Creation of Rain Gardens	Priority given to residential areas, school surroundings and busy community spaces. Community engagement through educational campaigns, increasing local climate awareness and encouraging further individual initiatives.	Involving interested young people in site selection and implementation phases – this also serves as training for them. Educational campaigns can be delivered through the youth channels described above.

4

Results of the Youth Mobile Application Pilot Action