



**INTEGRATED ACTION PLAN for the URBACT Change!
project**

**HOW TO KEEP OR WITHDRAW YOUNG PEOPLE IN
THE TOWN OF NAGYKANIZSA?**

Summary

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1. Facts and Figures about Nagykanizsa

In the spring of 2017, we conducted a research in Nagykanizsa with my university colleagues, where we asked high school and university students about their township, their views and their intent of staying in the city.

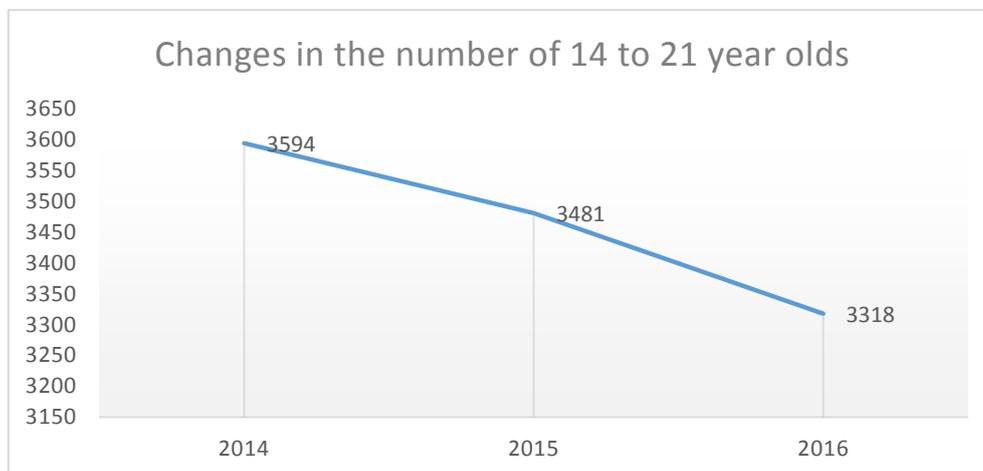


Figure 1. The changing of the number of 14-21 year old young people in Nagykanizsa

The above figure illustrates the statistical data of the Nagykanizsa Registry Office, which clearly shows that the number of young people is decreasing year after year. The results of the research also confirmed that this trend in Nagykanizsa is likely to continue, as half of the respondents (50%) do not plan to settle in the city after the completion of their studies. 38% of the young people (participating in the survey) do not yet know what they want to do in the future. Unfortunately, only 12% of them think that they will stay in the city. Young people who choose to live in the city would do this mostly because of their family, affiliation and the love of the city. A positive result of the survey was that 45% of young people have medium township, 19% of them have strong and 12% have a very strong affiliation. When we asked young people about how well they feel themselves in the city, most of them responded that they feel moderately (42%), 29% feel well and 12% feel very good. 17% of young people responded that they do not feel themselves good in the city.

Based on the results, it can be stated that young people are tied to the city, they feel themselves quite good, but there are lack of jobs, services and entertainment suitable for them. There is a need to finding ways to strengthen the affiliation of young people and to find solutions that respond to their needs. In the first meeting of the ULG Group in Nagykanizsa, the main problem- the migration of young people- was defined and we aimed to develop a possible solution for this problem. **Therefore, our goal was to create better communities and services for young people in order to mitigate the effects of the brain-drain.**

2. WHY did Nagykanizsa join the CHANGE! network?

In Hungary, the majority of rural towns struggle with the problem of keeping young people in the city because of the attractiveness of Budapest and the foreign cities. More and more worrying statistical data are reported about the migration of young people. Like the other rural cities, Nagykanizsa is also struggling with this problem.

As the first milestone of the project, the Nagykanizsa ULG was formed consisting of talented young people, the representatives of social institutions, NGOs, businesses and educational institutions. We have drawn the problem tree with the ULG members in order to map the problem.

We joined the CHANGE! Network because we wanted to have changes (“social innovation”) in the city – based on our PROBLEM TREE (Anti brain drain): how to keep youth in the local community? What are the possibilities of building local identity, cohesion and links to the city? The Change network has helped us with know how and useful tools to build up self motivated local groups and in defining problems and build up capacities to receive knowledge transfer.

2.2 The Problem Tree

CONSEQUENCES	<ul style="list-style-type: none"> • the city will become less attractive to those who wish to settle; • decline in the number of child births; • an aging city; • more abandoned areas and buildings will be presented; • reduction of existing businesses and institutions; • there will be fewer services and community spaces for young people; • less cultural and other events; • feelings of dissatisfaction are getting stronger; • the occurrence of unavoidable negative economic impacts (eg decline of demand); • less talents, good ideas, creativity and innovation; • fewer active employees; • decrease in the number of enterprises.
PROBLEM	<p>The Urban Local Group defined the following core problem of the city: <i>keeping the young people (intellectuals and the engines of the economy) in the city: How to keep young people in Nagykanizsa or attract them back?</i></p>
CAUSES	<p>There is a general lack of information:</p>

	<ul style="list-style-type: none"> • lack of communication between businesses, institutions, organizations and interest groups; • demand and supply needs do not meet each other. <p>Young people are less able to imagine their future in the city:</p> <ul style="list-style-type: none"> • lack of adequate jobs; • insufficient wages and working conditions; • the lack of opportunities and services for young people - leisure, sports and other; • services are rather tailored to the members of the older age groups; • limited local further training and education opportunities; • attractiveness and extraction power of other big cities and Budapest. <p>There is no proper person assigned representing the interests of young people:</p> <ul style="list-style-type: none"> • the issue of youth does not receive enough political attention; • young people feel that their opinions are not taken seriously; • adults want to tell what is good for them instead of asking their opinion.
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2.2 SWOT analysis

In order to make a full analysis of the situation, SWOT analysis was used to determine the strengths, weaknesses, opportunities and threats that could help to prepare the solution proposal. Only the most important aspects are presented in the table below.

Table 1. SWOT Analysis of Nagykanizsa for young people's viability

STRENGTHS	WEAKNESSES
<ol style="list-style-type: none"> 1. the city is friendly, beautiful, green and clean 2. there is no unbearable traffic, many things are available on foot 3. educational institutions and culture with a long history 4. a multifaceted, traditional, talented local community 5. the quality of existing events is constantly increasing 6. everyday living is cheaper than in other big cities 7. continuous city rehabilitation 	<ol style="list-style-type: none"> 1. the lack of adequate cafés, restaurants, and entertainment venues 2. there are few opportunities for spending time and do sports 3. inadequate functioning of youth affair, lack of specialists 4. the youth is self-organized 5. lack of attractions 6. lack of community spaces 7. local image has not yet matured

OPPORTUNITIES	THREATS
<ol style="list-style-type: none"> 1. realization of communion by community experiences, strengthening of identity 2. better exploiting of geographic opportunities and capabilities 3. the possibility of building on local and domestic values 4. local development programs 5. creating additional jobs, supporting and promoting local start-up ideas 6. exploitation of empty municipal real estate 7. services tailored to the needs of young people 	<ol style="list-style-type: none"> 1. the migration of young people, an aging city 2. negative attitudes, pessimistic public sentiment 3. the decrease of affiliation 4. labor shortages 5. the extraction power of big cities and the capital

3. HOW did the CHANGE! network help us to meet our key objective?- Our working method and actions

Participating in the Change! program helped us to learn such practical methods (like the Problem Tree, Stakeholder Map ...), which enabled the Urban Local Group to define the core problem for our city, the related stakeholders and good practices (eg. Amarante and Forli) from which we could gain inspiration for the development of our integrated action plan. The results of our connection to the Change! network:

- We have found the right and motivated ULG members.
- We have prepared our Problem Tree and we determined the core problem.
- We have collected many great ideas and experience during the Change meetings- through projects successfully completed in other cities.
- With our ULG members, we have tailored these ideas and good practices to our needs and competencies and prepared our action plan.
- We have taken a lot from the example of Amarante, because the project they have implemented offers solutions to many problems in Nagykanizsa.
- We have learnt a lot about the engagement of the local NGOs and associations in Forli and the openness of the municipal authorities who work with them.

Our working method and actions

- **ULG meetings-** we met regularly with the members of the ULG when we discussed the experiences and tasks of transnational meetings. We identified the necessary tasks and worked together on the elements of the action plan. The results of the joint work were shared with the related stakeholders on workshops.
- **Clubs of Responsible Leaders-** as businesses are among the primary stakeholders, one of our actions were that we have established the Clubs of Responsible Leaders, where we have invited business representatives through the Nagykanizsa Chamber of Commerce and Industry. Our goal was to encourage business leaders to support the program and provide young people mentoring. We are constantly looking for opportunities for those leaders who want to do something for the city and the local

community not just fence painting. There will be a space where they can meet talented young people who can even be employed by them following the mentoring process. We plan to organize workshops where local companies can introduce themselves to young people because the research has revealed that more than half of the local young people do not know the local companies and working opportunities.

- **Surveys, analyses, planning-** we conducted surveys with my university colleagues to find out the opinions and needs of local young people. The answers were evaluated which served as the basis for the integrated action plan.
- **Study visits-** we have gained knowledge with a high added value through our visit in London (kick off meeting) and in Amarante (TRN meeting and staff exchange). In the UK we had the possibility to observe a local community initiative (Brixton Impact Hub) ”powered by a shared workspace, peer-to-peer learning and a wide-range of events, a creative space where meaningful conversations and tangible impact go hand in hand.” In Portugal we have gained valuable knowledge from a youth center (Casa da Juventude de Amarante) where – based on basic principles like: sustainability, fairness and dialogue – we have observed collaboration between NGOs, volunteers and the municipality and its results in numbers and services.
- **Involving young people-** we invited talented young people who, although they did not stay in Nagykanizsa, would like to return to the city if they were given the opportunity to develop their talents. These young people actively participated in the planning of the youth community center with their ideas and designs.
- **Creating a promotional video-** we have created the promotional video of the project with the involvement of young people.
- **Be-novative idea generating-** as the primary target group is the youth, the ideas are expected from them. On this online platform they can contribute to the design and content of the community center based on real social needs. They are 15 to 25 year old students from Nagykanizsa. There is an open call for ideas on the Be-Novative online interface where the best ones are given the opportunity to participate in the program. The jury will consist of the members of the ULG and the delegates from the local government who will later assist the start-ups of young people as mentors.
- **The results were presented to the local government leaders from time to time and we always asked feedback from them.**

4. NOW: the result of participating in the CHANGE! network

As a result of joining the Change! network, a motivated and competent Urban Local Group was formed, who by applying the knowledge and methods learnt at the Change! meetings, elaborated the integrated action plan for the Base-Youth Community and Incubation Center as an answer for the core problem of Nagykanizsa. The 40-page study and project plan was prepared in Hungarian, including the situation analysis, business plan, budget, risk assessment and time schedule.

4.1 The outcome and benefits of the Integrated Action Plan

The aim of the youth community and incubation center is keeping young people in Nagykanizsa by strengthening the sense of belonging to the community and encouraging their

entrepreneurship by the support of mentors. It would provide a community space for the youth in which they can shape the operational structure according to their needs and ideas.

WHY?

- Because the satisfaction of young people is important for the city
- It satisfies social needs
- It solves many problems
- International and domestic examples support its legitimacy and operational capability
- Because we are responsible for our young people

Two main parts of the concept of the 'Base-Youth Community and Incubation Center':

1. A community place, where a restaurant could be operated by the youth with the help of their mentors, while acquiring the processes of cooking and business operations. The place itself would be created with social work, adapting to the needs of young people, involving them in all processes. The vast majority of the raw materials could be acquired from local suppliers, or the donation of local food chains. The establishment of the place itself could be realised in accordance with the need of the youth and their involvement. The restaurant could provide cooking courses for communities. It would be open for the youth of the town and all interested parties, as the income of the restaurant would secure the basis of the operation of the entire enterprise.

2. The incubation centre is the other element. It would provide young entrepreneurs with good development ideas, who neither have the funds, or business experience, the basis for funds to launch their enterprise. We would nurture the best ideas and provide means to mentor the youth in form of social work in order to start their enterprises. The mentors could 'educate' their own partners, or employees, as there is a lack of expertise in the town.

The long-term goal of the project is to create an incubation place where projects are being generated to innovate social/public services. Local businesses committed to social innovation and responsibility (CSR) can, on the one hand, be mentors and business angels for the start-ups, and later they will have the chance to invest in these social enterprises, so "Community funding" could provide the sustainability of the project. Following the completion of the project, the activities at the youth center will fundamentally serve the renewal of urban (social) public services, making them "more colorful" with a youth policy focus. The community center will act as a kind of accelerator where talent-care and catch-up activities will be carried out and ideas can emerge to generate new projects and businesses fitting the needs of the local community.

The structure of the project

N.	Name of the activity	Duration of the activity (in month)	Preventive activity	Resources used for the activity
1.	Developing the project plan for the incubation and community center	2	-	Project Administrator: 3 people
2.	Submission of proposals (for the start-up ideas), evaluation of the received	2,5	1	Project Administrator, Local council: 5 people

	proposals			
3.	Mapping and involving the potential mentors and supporters	1	2	Project Administrator, Local council: 3 people
4.	Searching for and contracting with a catering startup	2	1	Project Administrator: 2 people
5.	Finding the appropriate place	2	2, 4	Local council: 2 people
6.	Completion of necessary renovations and conversion works	3	5	Local council, supporters
7.	Testing, handing over and receiving	1	6	Project Administrator, Head of institution: 3 people
8.	Furnishing the rooms, purchasing the machines, recruiting and training the employees	2	7	Project Administrator, Head of institution: 3 people
9.	Acquisition of licenses, commissioning	2	8	Project Administrator, Head of institution, startup business executives: 6 people
10.	Opening the incubation and community center, closure of the project	1	9	Project Administrator, Head of institution: 3 people

Outcomes: the establishment of an effective team of innovators, a working ULG, many collected ideas, local actions (e.g. social innovation contest) and an IAP.

