

KAZINCBARCIKA, HUNGARY

BACKGROUND INFORMATION	
PROJECT TITLE	Kazincbarcika – Socially sensitive rehabilitation of Herbolya Old Settlement
Beneficiary	Municipality of Kazincbarcika
Duration of project	February 2011 – December 2012, though the project will presumably be prolonged until February 2013
Member State	Hungary, Northern Hungarian Region, Kazincbarcika
Geographic size	Target area: 707 Inhabitants (2008) Population of Kazincbarcika (MUA): 34 000 Inhabitants Population of Functional Urban Area of Kazincbarcika (FUA): 64 000 Inhabitants. ¹
Funding	Total investment in the project: 521 million HUF (€1.9 million) ERDF contribution: 347 million HUF (€1.2 million) National co-financing: 61 million HUF (€219 000) Municipal contribution: 112 million HUF (€401 000)
Operational Programme	North Hungarian Regional Operational Programme CCI nr: 2007HU161PO006
Managing Authority	Managing Authority of Regional Development Programmes. In Hungary there is only one MA for the seven regional operational programmes, which works on national level under the aegis of the National Development Agency and does not belong to any ministry. Each regional operational programme has its own intermediate body at regional level (NUTS 2). These are the Regional Development Agencies (RDA). The RDAs work in the field in the 7 regions, while the MA of the ROPs provides the overall guidance, manages the calls for projects and signs the contracts with the final beneficiaries.
Cohesion Policy Objective:	Convergence
Main reason for Highlighting this case	The project targets a deprived segregated area of the city with a high share of Roma population. The project has a strong integrated nature: it develops public utilities and social infrastructure and establishes services aiming at the empowerment and social integration of underprivileged families. It has also established a wide partnership and included some participative elements. The project is also innovative in tackling sustainability issues.
Key Contact person	Klimon István, Deputy Mayor of Kazincbarcika
Keywords/Tags	<i>Deprived urban area, Roma settlements, integrated approach, partnership, sustainability</i>

¹ For FUA populations see http://www.mdrl.ro/espon_cd2/Project_Reports/Preparatory_studies_and_scientific_support_projects/1.4.3_final_report.pdf

1. PROJECT DESCRIPTION	
Overall objective / goals	<p>Kazincbarcika is a middle-sized city with 31 000 inhabitants (Central Statistics Office, 2008) situated in the most depressed region of Hungary. The city was established from two smaller settlements and was developed from the 1950s as a socialist industrial city. As such it went through a deep crisis after the change of the regime, and despite the fact that the chemical industry is in a somewhat better situation than other sectors unemployment is still considerably higher than the national average.</p> <p>The 'Herbolya Old settlement' is a deprived area of Kazincbarcika, situated on the outskirts of the town. The target area includes some other smaller deprived residential areas nearby. The physical investments are focused on the old settlement, while the soft measures include people from the wider target area. The target area's population includes a high number of Roma, estimated by 35% or more of the total. The main problems include the low educational level of local people, high unemployment, poor housing conditions, lack of water supply and waste system, high rate of electricity disconnections, and – given its peripheral location – difficulty in accessing public services. The old settlement consists of privately owned single-storey terraced houses with one or two rooms but mostly without a bathroom or toilet.</p> <p>The overall objective of the project is to prevent the settlement falling behind, to reintegrate it into the town's organic system, and to increase the social status and recognition of the inhabitants. The project aims:</p> <ul style="list-style-type: none"> - to improve the quality of life of local people by infrastructure and public-space development, training and employment measures, - to ameliorate life chances by enhancing the level and accessibility of social and medical care; and - to strengthen the social integration of the local community and life chances of young people by providing community services.
Description of activities	<p>The Herbolya project comprises a mix of physical development and soft measures:</p> <p>Development of public utilities. Construction of water and sewage system in the Old Settlement and providing families with the possibility to connect to the system. (The cost of connecting the privately owned properties to the system cannot be financed by EU resources and thus it is the responsibility of the households. But as the households have no sufficient resources, the municipality plans to financially support the connection, although no concrete scheme is finalised yet. No direct housing refurbishment could be implemented because the settlement consist of privately owned one-storey row housed which do not form condominiums and thus not are eligible for EU support.) A 400-metre road is also to be built.</p> <p>Public space rehabilitation. The project includes the construction of a new playground, a smaller sports ground and the landscaping of part of the area.</p> <p>Renovation of the Community House. Renovation of the former, currently unused, cultural centre of 600 m² surface area, establishing a theatre hall, community premises, reading room, exercise room, table-tennis hall etc. The community house run by the Don Bosco Vocational School mainly serves young people, providing them the possibility of leisure activities, individual development, and extracurricular activities on site. The outdoor stage in the garden of the house is also to be renovated. To equip the house is the responsibility of the Don Bosco school as because of the upper ceiling of the EU support for one project the project could not involve this element.</p> <p>Local Family Care Centre. This is a new structure created in the renovated municipal building of 200 m² which was out of use. The centre provides the municipal social care and children's welfare services for the local people. Beside the counselling room for social workers, play and community rooms, a laundry and shower rooms are also provided for the public. The family care</p>

	<p>centre is operated by the municipal Social Care Centre of Kazincbarcika.</p> <p>Vocational Training Centre and Consulting Room. A new vocational training centre is to be constructed, offering catch-up courses, lifelong learning and training in marketable professions for adults. The training centre is operated by the Don Bosco Vocational School (the centre will be equipped also by the school). A doctor's consulting room is also going to open in the centre, providing a weekly medical check-up possibility. A district nurse service for children is planned to be available in the building as well.</p> <p>The following soft measures are implemented in the framework of the project:</p> <p>Employment Information Point – Work-organising office An expert trained by the unemployment office helps people to find jobs, with up-to-date information about job offers, training possibilities, etc. to hand. The expert completes a survey of the inhabitants' employability and training needs, maintains relations with local entrepreneurs and the local authority and helps job-seekers with administrative support. The information point operates in the community house by the Don Bosco School.</p> <p>“Back to the work” project for improving employability</p> <p>During the project 27 adults are being trained in marketable professions and gain work experience. The training has been designed on the basis of the survey of the Employment Information Point and is provided by the Don Bosco Vocational School.</p> <p>Social assistants training. Five local residents are being trained as social assistants and get work experience in different fields of social care (family or children's welfare services). After the training the social assistants work in various elements of the rehabilitation project such as education support, family services, the school porter programme in the local family care centre and the community house.</p> <p>Youth Club. Built on the tradition of the <i>oratorio</i> (Parish recreational centres), this is a self-organised initiative coordinated by the Don Bosco Vocational School fostering the active participation of local young people in community activities.</p> <p>Education support (“Tanoda”) project element. This project element aims to support disadvantaged school-aged local young people with tutoring and extracurricular activities provided by the team of Don Bosco School at the community house. Two of the five trained social assistants co-operate with the parents, and check the children's time-schedule and their regular school-attendance.</p> <p>‘Let's play together’ programme. The aim of this programme is to offer a comfortable and safe environment for disadvantaged children (maximum 10 years old) in the local family care centre where they can play and spend quality time with their parents. In the playroom organised programmes are available with the presence of experts and parents to support children's healthy development.</p> <p>‘Herbolya Family Care Service’. Two social workers with the help of the trained social assistants respond to the local people's needs and help them to solve their problems by providing intensive social services.</p> <p>‘For Herbolya’ Civic Security Patrol Service. 10-15 local civil guardsmen provide a security patrol service in the target area of the project in order to improve the public security situation and to protect the renovated and new community buildings, play and sports grounds. Their office is located in the building of the family care centre.</p> <p>‘Flowery Herbolya’. This project element aims to plant flowers and trees, and clean the public spaces with the participation of the local community and thus strengthen the local community's civic sense.</p> <p>The socially sensitive rehabilitation of Herbolya Old Settlement is an ongoing project. So far (March 2012) the construction of the utilities and the vocational</p>
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	training centre has been carried out and the renovation of the family care centre and the community house is finished. Work as started on the two latter buildings, while the training centre still needs to be equipped – but this is not included in the project. The soft measures have been started, most of them in December 2011.
Recipients	The main recipients of the programme are: <ul style="list-style-type: none"> - The municipality as the project owner - Don Bosco Vocational School - Family Care Centre and Child Welfare Service - The civic patrol service organisation.
Mainstreaming of gender equality and non discrimination	The programme did not have a strong emphasis on the gender equality and non-discrimination issues. Instead the programme used an area-based approach and the measures were targeted at disadvantaged people. Many recipients were people of Roma origin.
Intended outputs and results	The following intended outputs and results were defined in the planning documents: <p><u>Intended outputs</u></p> <ul style="list-style-type: none"> - Physical infrastructure (water, sewage, road) and improvement of public spaces - Social infrastructure (family care centre, community house, training centre, sports ground and playground) - Social, educational and community services for disadvantaged local young people and families - Training to improve of the employability of local unemployed people - Public safety programme - Community activities that strengthen local identity <p><u>Intended results</u></p> <ul style="list-style-type: none"> - Integration of the deprived area and disadvantaged people into the town and to local society - To increase the life quality of local people - To increase the employability of local unemployed people - To strengthen local services and facilities - To increase social engagement of local people - Increase of housing prices of the area, facilitating housing mobility of those local families who want to move somewhere else.
2. POLITICAL AND STRATEGIC CONTEXT	
National and regional framework for implementing ERDF funded urban development projects	The Old Herbolya project was implemented in the framework of the North Hungarian OP, under the socially sensitive regeneration measure 3.1.1 (belonging to priority axis 3: the development of settlements). (All ROPs include such a measure and their regulations are very similar). Such measures aim to handle physical and social deprivation by an area-based and integrated approach. The action areas can be of two types: (1) housing estates which are threatened by deprivation and (2) traditional urban areas (including Roma neighbourhoods) which are already in a state of deprivation. Cities that want to implement a socially sensitive regeneration project have to meet the following criteria: <ul style="list-style-type: none"> - they have to develop an Integrated Urban Development Strategy (IUDS) which designates the target area for regeneration among other development areas. The IUDS has to contain a desegregation plan (practically a social inclusion plan) for the spatially concentrated marginalised groups. The city can submit its project proposal if an anti-segregation expert (appointed by the then Ministry of Social and Labour Affairs) approves the desegregation plan. - the deprivation of the target area has to be proved by indicators defined in the ROPs

	<p>- the proposed regeneration project has to include housing interventions (except if the target area consists of privately owned family houses) and two other types of physical interventions, plus three types of soft projects (e.g. educational, employment, community development projects) in order to ensure the integrated nature of the project.</p> <p>There is a two-round project selection procedure in the case of regeneration programmes:</p> <p>- In the first round a preliminary project proposal is submitted together with the Integrated Urban Development Strategy (IUDS) of the city. First the IUDS is appraised and only if it meets the minimum requirements is the preliminary project proposal evaluated.</p> <p>If the preliminary project proposal is selected, the project can enter the second round. Here, first there is a project development period (0.5-1 year) supported by the Managing Authority for Regional Operational Programmes and by the regional development agencies. At the end of this period the final proposal is appraised.</p>
The planning context	<p>The North Hungarian Operational Programme includes measures for socially sensitive rehabilitation in order to tackle the problems of deprived urban areas (among them Roma settlements). The two different components of the measure (prefabricated housing estates and deeply deprived areas) have their own budgets. The conditions for application are very similar except that the maximum level of support is higher in the case of housing estates (because of the higher level of possible housing interventions) and the minimum requirement related to soft measures is higher in the case of deeply deprived areas. There have been two related calls so far.</p> <p>The Integrated Urban Development Strategy of Kazincbarcika includes the most important development projects of the city during the period 2007-2013. In the Kazincbarcika IUDS the Herbolya project was indicated among the first priorities with the aim of increasing social cohesion in the city, helping the integration of disadvantaged people, and redeveloping it as a recreational area as it includes two small lakes surrounded by forest.</p>
3. IMPLEMENTATION	
3.1. PROJECT DESIGN AND PLANNING	<p>The municipality of Kazincbarcika initiated the project as healing the social problems of the city has been one of the major priorities of the municipality. The city elaborated two proposals: one for the Herbolya Old Settlement, another concerning a prefabricated housing estate. Both proposals were approved. The preference for the socially sensitive rehabilitation of deprived urban areas was quite exceptional as most cities have implemented city-centre rehabilitation first, and only some of them chose to carry out socially sensitive rehabilitation afterwards. However in the case of Kazincbarcika the deputy mayor declared that it was a natural choice as one of the primary tasks of a municipality is to tackle social problems and enhance social cohesion.</p> <p>Another incentive for upgrading the area was that because of the structure of the city this is the only direction in which the city can be extended. Furthermore, this used to be the most important recreation area but recently this role has been totally lost.</p> <p>The project is not based on a needs assessment in a strict methodological sense. However the call for proposals included a number of requirements such as the eligibility indicators on social and physical deprivation of the target area: out of the five criteria at least three had to be met, but the Herbolya target area met all five.</p> <p>In addition, in order to map the specific needs and problems of local inhabitants, two forums for residents were held. Subsequently, during the planning period, several interviews were held with the institutions and organisations concerned. A survey was also done with the local residents to measure the level of willingness to connect to the newly developed water and</p>

	<p>sewage utilities (the result was 66%, which meant 53 out of 80 property owners). The other 34% were reluctant to declare their willingness because they were not sure whether they could meet the related costs even with additional municipal support (see more in 6.3).</p> <p>The project was submitted to the call for proposals under the measure 'Integrated Social Rehabilitation Programme (ÉMOP/2007/3.1.1.)' in a consortia led by the municipality with partnership of other recipients mentioned above.</p> <p>The assessment system for the proposals was elaborated by the MA together with the regional agencies. Only few proposals were submitted to this call and all of them were approved which met the minimum requirements. According to the regional agency the Herbolya proposal had a more integrated nature and a stronger partnership than the other projects. In the region altogether five proposals for socially sensitive rehabilitation have been approved and two of them have been targeted at deprived areas with a high Roma population.</p> <p>Several risks were considered in the design phase. A general risk was related to the technical design and implementation of the physical investments, mainly the buildings with public functions. There was very little time during the application phase to develop the technical plans and carry out the related technical assessments. This was aggravated by difficulties related to unclear ownership conditions of certain buildings and sites resulting in the change of location of certain investments, which meant that technical plans had to be changed several times while the related resources were limited.</p> <p>Another major risk was related to the public utilities investments. Although a survey has been made of the willingness of the households concerned to connect to the new water and sewage system, its realisation remained uncertain. The impossibility of irregular and low-income households to afford public utilities has represented a substantial problem and with the economic crisis it has worsened. The risk manifests itself in two aspects: whether the households will connect to the infrastructure, and if they do, whether they can pay the bills in the longer run. To tackle these risks the municipality's competence is limited. It plans to financially support the households' connection to utilities but the general affordability problem of utility charges is more related to the national social benefit schemes (unemployment benefits and housing allowances, which have been restricted recently), and to the increased unemployment rate.</p> <p>The implementation of the ESF-like social programmes was considered as a substantial risk factor. The concerns were that the local inhabitants would not use the new services on an effective scale, e.g. the laundry and bathroom facilities in the family care centre, or locally delivered social and education services.</p> <p>The project has taken sustainability into account as it was a requirement of the call. The sustainability issue appears in the continuation of the soft measures after the project's closure. The municipality had some concerns about how the partnership would work, and whether the non-governmental partner (Don Bosco) would really have the capacity to operate the training centre and the community house. (see more in 6.1).</p> <p>Activities related to the exploitation of results by wider audiences have not been planned, and nor has the transferability of the project been considered. Energy efficiency was an aspect in the case of the renewal and construction of the public buildings: the investments had to meet the official standard but no special measures were implemented in this field.</p>
<p>3.2. MANAGEMENT, MONITORING AND EVALUATION SYSTEM</p>	<p>The project management has been contracted out to a private consultant company (COWI, Hungary). The company has worked with the municipality in several other projects before and it elaborated the IUDS for the city in 2007-2008. To contract out the management has been a general practice of the municipality in the case of the bigger projects. COWI was selected as project</p>

	<p>manager through a public procurement procedure.</p> <p>COWI had a major role in the project preparation phase. It coordinated the development of ideas into concrete project elements, harmonised the related activities of different partners, managed the solution of emerging problems and put together the project documentation. The implementation of the physical investments also required a lesser but still intensive coordination, while during the implementation of it mainly only monitors whether the activities are advancing according to plan. The financial and reporting closure of the project is also a task of the managers.</p> <p>On the part of the municipality a deputy mayor was politically responsible for the project planning and implementation of the physical investments. The implementation of the soft measures belongs to another deputy mayor who is generally responsible for the activity of public institutions (social, educational etc.). Furthermore a technician from the municipality was charged with the coordination and monitoring of the executive planning and implementation of the physical investments.</p> <p>Consequently the responsibility of steering the planning and implementation phases was distributed among the external management company, the technician of the municipality and the deputy mayors. However no steering group as such has been established. The project manager communicated with the partners primarily, but several (3-4) meetings were held with the participation of all the stakeholders in order to assess their needs and match them with the planning activities. During the investments no such meetings were held – rather it was a case of promptly tackling the emerging problems. The soft measures have been going on for 3-4 months and in order to assess the results and problems an overall meeting is going to be held with the municipality and the partners. At this meeting the issue of the households' connection to utilities will also be discussed. A weakness is that no social expert who could support the planning and implementation of the soft projects was involved in the management.</p> <p>During the implementation of the soft measures the consortia provide a monthly report to the municipality. The municipality has to make a monthly progress report to the regional agency.</p> <p>No evaluation has yet been made on the advancement of the project and no evaluation is required by the MA at the end of the project. The MA requires a final financial and progress report including the output indicators presented in the project proposal. In addition, the municipality is planning to make an evaluation in order to draw conclusions for possible similar projects in the future.</p> <p>The management was able to solve the majority of the problems that emerged but as it is an ongoing project there are still several pending issues. The regional agency had a fairly supportive attitude to helping to tackle the problems and it also gave permission in several cases to make changes in the project. (See more in point 6.3).</p>
<p>3.3 GOVERNANCE: PARTNERSHIP, PARTICIPATION AND EMPOWERMENT</p>	<p>The partnership consists of several stakeholders participating to varying degrees in the project. The project owner is the municipality and its consortium partners receive EU funds in the framework of the project, while the so call cooperating partners do not receive any EU support.</p> <p>The three consortium partners had strong interest in participating in the project: The Social Service Centre of Kazincbarcika operating the local Family Care Service Centre in Herbolya, has been interested in the project because it wants to attain a better coverage and a more intensive care of the many underprivileged people of the area for whom access to the inner-city social</p>

	<p>centre was quite problematic because of the long distance and the unaffordable local transport.²</p> <p>The Don Bosco School (an institution of the Salesian Order) has been working in the city since 1993. It operates the school for disadvantaged children of whom 60-70% are of Roma origin, mainly from the city and its surrounding areas. The Don Bosco started its activities in Herbolya in several old and rundown buildings with 50 students, but the number of students rapidly grew, and so the municipality gave them a building in the inner city. The Don Bosco school, now with more than 600 students, has wanted to deal with adult training as well, primarily because it thinks that improving the parents' situation as well is crucial in order to improve the circumstances of disadvantaged children.</p> <p>The Civic Security Patrol Service³ is a local civil organisation and has been interested in the programme because the Herbolya area has been coping with public safety problems in the last 15-20 years.</p> <p>In addition, the so-called cooperating partners (who do not receive any EU funds) are</p> <ul style="list-style-type: none"> - the regional unemployment office - the health nurse service for children - the family doctor service - the Roma Minority Self-Government of Kazincbarcika <p>These organisations contribute to the project with their own services through a closer cooperation. The local unemployment office (a branch office of the national Unemployment Office) has given information about the training and employment programmes to the Don Bosco and they have tried to harmonise their activities (not really successfully yet). The health nurse service for children was to have a place in Herbolya where it could work more closely with the social workers. The district family doctor also could see the client families more regularly, which means a more accessible health service for the locals. The Roma Minority Self-Government participated in the local residential forums, helping communication between the municipality and the local residents.</p> <p>The local residents of Herbolya (the Old Settlement and the surrounding smaller low status areas) are the primary end-users of the projects. Furthermore the newly created social, educational, cultural and health facilities can be used by a wider circle of inhabitants living around Herbolya. According to the plans, the community centre and the sport facilities operated by the Don Bosco would provide space for cultural and sport events for the whole population of the city, partly together with the municipal inner-city cultural centre, which would also contribute to the social inclusion of the local marginalised people.</p> <p>Communication with the residents has happened mostly in the form of local forums. The issues discussed at the forums consisted of the presentation of the planned project, and assessment of people's needs and opinions. Several hot issues emerged and were debated (municipal support to the households' connection to the water and sewage utilities, and the demolition of the dilapidated storage buildings in the backyard of the houses). However it can be said that the communication with and the involvement of the local residents were not very intense in the planning phase. This left several issues open and during the long project development and selection phases the local inhabitants did not get too much information about the project, so they became very</p>
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² Local public transport is relatively cheap compared to other cities but for these people of very low income it is still not affordable. Therefore they would rather walk into the city centre which takes 30-40 minutes one way.

³ The civil security patrol organisations receive yearly support from the Ministry of Interior Affairs. Such organisations can be established by local people in every settlement.

	<p>doubtful whether the project would be realised in fact. (See more in 6.3)</p> <p>The partnership building can be seen as an innovative element of the project because has brought together stakeholders from a wide range of sectors (social, education, cultural, health and crime prevention) including not only municipal institutions but also civil society and church organisations which play a decisive role in the soft programmes. However a substantial shortcoming is that the governance of the partnership has not paid enough attention to the partners implementing the soft measures, and has not channelled efficiently their needs to the decision-makers. It also seems that there should be more coordination between the partners who are implementing the soft measures.</p> <p>The external consultant company provides the professional management of the project while the regional agency of the MA assists the project development, preliminarily assesses the project proposal and monitors the implementation of the project. The municipality as the project owner was mostly responsible for its administrative and financial arrangements, in both the planning and implementation phases. The consortium partners were also brought in by the municipality as the social centre was an independent institution and the municipality had a long-lasting relationship with the Don Bosco. The project has strong political support, which is partly the consequence of the fact that the political leadership did not change at the last election.</p>
4. INNOVATIVE ELEMENTS AND NOVEL APPROACHES	
4.1 INNOVATION	<p>The innovative nature of the project is manifested: (a) in the integrated and complex elements which are built on each other thus potentially having a synergy effect; and (b) in the wide partnership. However the initiator of this new integrated approach was the MA ROP and the ministry responsible for urban development (Ministry of Local Government and Regional Development) which designed the socially sensitive rehabilitation programme in the ROPs. This has been the first nationwide programme that targets urban deprived areas with an integrated approach. The integrated and participative approach was a requirement of the call but it is a strong point of the municipality that it exploits the potentials of the call.</p> <p>The planning and the management procedures have not been really innovative as they have not varied from the usual form of other bigger projects of the municipality. The same is true for communication and dissemination of the results; the municipality has not presented the project anywhere. However, according to an MA colleague, beside the Magdolna Quarter project, it is the most complex one in the planning period of 2007-2008.</p>
4.2. THEMATIC FOCUS	<p>Sustainable integrated urban development under Article 8</p> <p>Article 8 promotes the participative, integrated and sustainable approach to urban development. The main strength of the Herbolya project is its integrated approach. It brings together several activities of different sectors and the infrastructure developments are strongly related to the soft measures which address the problems of the different age groups in local society. Thus the project has a high potential to generate synergy effects.</p>
5. FUNDING	
	<p>The funding of the project came entirely from non-refundable ERDF resources (with national co-financing) and from the contribution of the municipality.</p> <ul style="list-style-type: none"> - the total value of the project: 521 million HUF (€1.9 million) - ERDF contribution: 347 million HUF (€1.2 million) - national co-financing: 61 million HUF (€219 000) - municipal contribution: 112 million HUF (€401 000) <p>The rate of the support is somewhat less than the maximum allowed (78% instead of 85%) because the project costs because the total value of the project exceeded the regional ceiling of 400 million HUF for such projects (more precisely the total value of the project can exceeded but maximum EU</p>

	<p>support is the 85% of this 400 million HUF).</p> <p>There will be some contribution from the households to pay the cost of connection to public utilities but this is not included in the project value.</p> <p>Some cost elements are not accounted for in the total value of the project. These costs are related to the equipment of the social infrastructure because the above mentioned ceiling of the EU support. The equipment is financed by the partners: the Don Bosco has to equip the vocational training centre and partly the community house (which will be financed by the Salesian Order), the municipality equips the family care centre, while the family doctor has a responsibility for the medical room. However there is no data on the total costs of these equipments.</p>
6. PROJECT ASSESSMENT	
<p>6.1. FINANCIAL SUSTAINABILITY</p>	<p>According to the regulation the investments funded with EU support have to be maintained and fulfil the same functions for at least five years. The same applies to the project's social infrastructure investments and the related soft measures. The municipality has taken upon itself the responsibility to finance the local family care services for five years with the same level of employment. The municipality's financial situation has worsened as the financing of public services is undergoing changes and the municipalities may lose substantial resources.</p> <p>The Don Bosco – as mentioned above – is in a more favourable situation as it can request funding from the Salesian Order. Regarding the vocational training centre the majority of the resources will come from the central government or EU funds as financing for training programmes. Regarding the community centre the Don Bosco has an agreement with the municipality that the latter contributes 4.5 million HUF for the maintenance of the centre in exchange for the equipment of the training centre provided by the Don Bosco. However this is not enough to pay the fees and the employees' wages, and thus the Don Bosco is trying to generate income from activities and to save some money by using the Herbolya community house instead of renting space in the inner city. The Don Bosco will sustain all the soft measures which are run by the project.</p> <p>The local institutions will have to draw on other external resources as well, i.e. they have to apply to EU-supported or other programmes in order to cover part of the costs of their activities.</p> <p>However the municipality and the project manager think that the key stakeholder regarding the sustainability of the project results and activities in the long run is the Don Bosco. The Don Bosco brings an extra capacity to Herbolya and it has dedicated itself to remaining there in the long run.</p> <p>The Don Bosco is also considering launching a project which would assist local disadvantaged families to renovate their houses. The idea is that they train local people in skills that they can use in the renovation and, in the framework of an employment programme with some financial support to buy the materials, the locals could actively take part in the renewal.</p>
<p>6.2. TRANSFERABILITY</p>	<p>The project is a mainstream one and it has not participated in any other EU programme like URBACT. Its idea is to place substantial social infrastructure into a deprived area which afterwards can provide several social, educational, employment etc. services for the underprivileged people in order to enhance their integration into local society. This idea has only limited transferability, especially in the recent circumstances of the economic crisis. To maintain such a huge amount of social infrastructure demands lot of financial resources which neither local government nor civil society organisations have. The key factor is the Don Bosco, which is backed by an international organisation, the Salesian Order, which can provide extra financial resources to maintain the buildings and the services. Generally it can be said that only those services are sustainable that receive regular financing from the central government, because they are provided according to social, educational or other law.</p>

	<p>However the idea itself – to put some facilities in place where operators of different sectors could work together and provide services in close cooperation – is transferable.</p>
<p>6.3 ISSUES AND PROBLEMS</p>	<p>Problems emerged in the planning phase:</p> <ul style="list-style-type: none"> - Difficulties in negotiation with the (co-)owners of some buildings which would have been concerned with investments – therefore the location of the training centre and the playground had to be changed. - Cooperation with the partners was not sufficient partly because of the short time given by the call for the first round (6 months) and therefore in the implementation phase several problems emerged, e.g. no water pipes were planned in the laundry room, the workshop of the training centre did not have proper ventilation etc. During the implementation some mistakes had already been corrected but some of them are still to be solved. This means that the training centre could not start its operations. - Insufficient communication with local residents and the long-lasting planning phase (2.5 years) meant that people lost their faith in the project, and thought that it would not be implemented. The lack of communication also means that the local residents are mistrustful toward the aims of the programme and have the fear that the real aim is to develop the area and then to move them out and demolish their dilapidated housing. <p>Problems related to the infrastructure developments:</p> <ul style="list-style-type: none"> - The ineffective organisation of the connection to mains water. In the planning period, in 2009, the municipality promised that it would help to finance the connection (it was approved by the municipal general assembly as well) but since then there has been no communication about this towards the local people. The next general meeting of the project partners will discuss this problem but what the solution might be is not yet known. - The demolition of the storage buildings which belong to the houses but are very dilapidated and create unhygienic conditions has been debated for a long time. Many of the households wanted them to be demolished in the project, but they are in private ownership. There has been a preliminary agreement that the people should pull down these buildings by themselves and the municipality would remove the rubble. But no related action has been planned, and some of the families have already pulled down the buildings but the waste is still there. The next partnership meeting will also discuss this. <p>Problems related to the implementation of the soft measures:</p> <ul style="list-style-type: none"> - The place where the child health nurses could provide their service was not agreed on with the nurses and the family care services in the planning phase of the project. The nursing service wanted to be placed into the Family Care Centre because they have very much the same clients (children and parents) as the social workers. This way the nurses could strongly work together with the social workers and provide more complex services for the families. But the planners placed the nurses in the building of the vocational training centre next to medical consultancy room. This problem has not been solved yet, though it has been reported to the municipality and the project manager, and will be discussed as well in the partnership meeting. - The employment information point finds it difficult to give real help in finding a job because the crisis means that most employers are dismissing workers rather than employing new ones. Furthermore women with several children have no chance in the labour market. The information point sometimes finds difficult the cooperation with the regional unemployment office.
<p>6.4 PROJECT OUTPUTS & RESULTS</p>	<p>As this is an ongoing project only some of the outputs and results can be seen now – mainly those related to the physical investments, as the soft measures were launched in December 2011.</p> <p>Infrastructure developments:</p>

	<ul style="list-style-type: none"> - four streets were surfaced, rainwater drainage and water and sewage utilities were laid, providing the possibility to connect 80 families - outdoor leisure facilities: playground, football pitch and outdoor stage were built - social infrastructure: local family care centre, community centre and vocational training centre were built or renewed <p>Soft measures:</p> <ul style="list-style-type: none"> - the laundry (2 washing machines) and bathroom (four showers) services are used by the locals - 84 uses of the laundry, 81 and 60 visits for family and child welfare service, 39 visits to the playroom (in January and February), - 35-40 children were reached by the community house, and most of them regularly attend the extra-curricular and free-time events - the employment information point reached and collected data and information on 110 adults, some of whom were helped to write a CV and prepare for interview but unfortunately none of them has got a job. - 27 adults have started the training programme. <p>Thus a main result is that the living environment improved considerably with many community, free time facilities. The development of public utilities means that people can improve their living conditions, though affordability is a risk for the households. The laundry and bathroom facilities in the family care centre provide help for those who are not able to connect to the system or have problems paying the charges. The social and children’s welfare services aim to provide a more intensive and regular social care service for the disadvantaged families and creates the possibility to pay high attention to disadvantaged children from a very early age, involving also the parents. Children of school age can find several extra-curricular and free-time programmes in the Community House. The young and middle-aged adults can participate in vocational training programmes, and they are assisted in job searching by the local employment office also situated in the community centre. Six trained social assistants, formerly unemployed local residents, are employed in the project.</p>
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7. CONCLUSIONS: KEY SUCCESS FACTORS AND LESSONS LEARNED

	<p><i>Five success factors:</i></p> <ul style="list-style-type: none"> - The integrated nature of the project brought social, health, educational, employment and crime prevention services to the target area, creating the possibility to attain a real synergy effect among the different project elements. These services were hardly accessible for the inhabitants before. Strengthening social services together with new education capacity, an employment-strengthening programme and community actions form a good basis for the empowerment of local people. The complex social services also allow for the better organisation of family life: while a mother is arranging her daily businesses, her child can play in the playroom and the clothes can be washed in the laundry room. - The project includes a broad partnership involving not only those who receive financial support (family care service, civic security patrol, Don Bosco) but also those stakeholders whose activities are indispensable (unemployment office, local family doctor, child health nurses). This approach helps to improve the efficiency of the soft programmes financed from the project. - The active involvement of the local inhabitants in different project elements helps the acceptance and the success of the project. For example the employment of locals in the construction of utilities, roads, buildings, playgrounds etc. helps to preserve the quality of the new investments and to prevent vandalism, which was a serious concern of the municipality. The civic security patrol, which also employs locals, has a better chance of being accepted by the local community. The trained local social assistants are able to involve their neighbours and friends because of good everyday personal
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relationships.

- Developing a more attractive living environment could affect the integration of local disadvantaged people by creating facilities for community events and attracting more people from outside of area. Only limited evidence of this has been available because of the short period during which the soft measures have been in place. But from the side of the locals it was evident that they are interested in using the community facilities.

- As for sustainability it was important that the Don Bosco was involved in the project as it has a devoting attitude towards disadvantaged children and it strongly committed to stay in the action area on the long-run and maintain the services .

Lessons learnt:

- A real participative approach toward the local residents is indispensable. The Herbolya case shows that effective communication from the very beginning of the project is needed otherwise the support of local residents cannot be gained. This communication, which includes the discussion of the most important problems and issues with local people, needs a longer time but also has a community development effect. A good opportunity would have been the demolition and clean-up of the storage buildings in the yards, as part of a community action. Effective communication also has an important effect on the level of service use: if the trust of the local people is not gained then they will not use the facilities. It seems that community social work is a missing part of the project right now although the potential capacity to provide this service has been put in place.

- Another important lesson is that the management should pay more attention to the partners' needs and should coordinate the activities of the partners more closely. The cooperation of the partners who provide services is a primary issue otherwise the synergy effect cannot be attained. In the Herbolya case the social expert from the management has been missing very much and thus there is danger that the family care service and the Don Bosco will not cooperate efficiently enough and will run their services in parallel, although they work with people from the same families. A more holistic approach from the part of the management is needed, which should be transferred to the partners as well.

- Another implication is related to sustainability. EU-funded programmes can push municipalities and other stakeholders to create huge infrastructure facilities because of the cheap resources; however the operation of such huge infrastructure after the EU support period is not affordable, in particular given that external conditions can easily change in a negative direction, which has been the case in the past few years. The financial situation of all partners has considerably worsened. It seems to be more realistic to establish smaller facilities which can be maintained in the long run.

- A project can be of an integrated nature with a highly participative approach but if it is located in an economically deeply depressed area such as Kazincbarcika then it can scarcely change the basic situation of households (unemployment, very low income). Thus there are very limited possibilities to improve living and housing conditions, as the costs of a higher standard of housing cannot be financed by either the households or the municipality. The central government cannot provide such an amount of social benefits that makes better housing conditions affordable for marginalised families. This very much the case in Kazincbarcika and the situation has just worsened in the past few years. The key measure would be the economic development of the city and the region but this largely falls outside the competence of the city, although it has made several efforts to increase the number of jobs. The economic development of deprived regions would require a more conscious national strategy.

An EU added value in the project is that without the EU support it could not have been implemented. Maybe some elements of the project could have been carried out from some other resources but as a whole, with that high level of

	integrated elements could not have been realised. It has been also important the cross-financing rule of ERDF allowed for innovative programming in Hungary resulting in complex, integrated projects combining both hard and soft elements.
8. FURTHER INFORMATION	
Bibliography	North Hungarian Operational Programme Call for proposals EMOP/2007/3.1.1 Integrated Urban Development Strategy of Kazincbarcika Project proposal for Herbolya Old Settlement, Kazincbarcika – action plan
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