



EUROPEAN SOCIAL CATALYST FUND

# Planning the Scaling of Successful Social Innovations



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*This report was prepared and written by Genio on behalf of the ESCF Consortium other than the section “Lessons Learned” which was prepared and written by Anja Koenig.*

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*The European Research Executive Agency and the European Commission are not responsible for any use that may be made of the information contained in this report.*

# The European Social Catalyst Fund

The European Social Catalyst Fund (ESCF) has been established and is co-funded by the European Union's Horizon 2020 Research and Innovation Programme, the Genio Trust, the Robert Bosch Stiftung and the King Baudouin Foundation.

## Consortium

- Genio Trust, represented by Madeleine Clarke, Executive Director and Dr. John Healy, Deputy Executive Director
- Robert Bosch Stiftung, represented by Silke Breimaier, Senior Manager Future Issues and Foundation Development and Stephanie Häfele, Senior Manager to the Board of Management
- King Baudouin Foundation, represented by Stefan Schäfers, Director, Europe Programme, International Development and Digital Transformation; and Caroline George, Senior Project Coordinator

## Advisory Group

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- Clementine Blazy, Social Finance Expert
- Aleksandra Dmitruk, Deputy Director, European Social Fund Department, Polish Ministry of Economic Development, Poland
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## ESCF Awardees

- Beletrina Academic Press, represented by Maša Malovrh
- Duo for a Job, represented by Jérémy Goffin
- Ecoserveis Association, represented by Marta Garcia
- From Streets to Homes Association, represented by Vera Kovács
- Platform for International Cooperation on Undocumented Migrants (PICUM), represented by Marta Gionco
- Stichting Social Finance NL, represented by Gary Johnston
- Vereniging voor Solidariteit, represented by Marielle De Bolle

# Acknowledgements

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This report was prepared and written by Genio on behalf of the Consortium, other than the section "Lessons Learned" which was prepared and written by Anja Koenig, and we are grateful for this external perspective. We also gratefully acknowledge the expertise of Clementine Blazy, Social Finance Expert for her work on considering how a social finance element could be integrated into the design for a further phase of the European Social Catalyst Fund.

Finally we thank you, the reader, for your interest in learning more about scaling successful innovations to help tackle priority social issues across Europe.

# Executive Summary

The European Social Catalyst Fund (ESCF) has been established and is co-funded by the European Union's Horizon 2020 Research and Innovation Programme, the Genio Trust, the Robert Bosch Stiftung and the King Baudouin Foundation. The ESCF is based on the understanding that there are many tried and tested social innovations that could be scaled to contribute significantly to tackling societal challenges facing the EU. The ESCF set out to find such innovations, and provide financial and non-financial support for the development of plans to scale a selected number within, and across, Member States.

The ESCF has been keen to address one of the most prominent criticisms of the social innovation field – that excellent ideas and models are developed but that they do not influence wider practices and remain small scale. The experience of the ESCF highlights that scaling of successful innovations can overcome complex challenges, and that it requires both financial and dedicated capacity building support. It highlights the need for the EU to play a central role in supporting Member States that are scaling the same innovative models.

In this context, the following decisions published in the Social Economy Action Plan<sup>1</sup> are very welcome:

“The Commission will:

- Boost social innovation through a new approach to transnational cooperation under the ESF+. A new “European Competence Centre for Social Innovation” will be set up in 2022. It will organise mutual learning and capacity building for relevant authorities and support structures. In addition, a new scheme of grants facilitating the transfer and/or scaling up of social innovation will be set up.
- Propose in 2022 a European Social Innovation Catalyst Fund under Horizon Europe engaging citizens, academics, entrepreneurs, philanthropists, impact investors and public administrators, with the aim of supporting the replication and scaling of successful social innovations to advance the objectives of the five EU Missions<sup>2</sup>”

It is encouraging to see how the learning from this initiative has been reflected in these decisions taken by the Commission and to see the European Social Innovation Catalyst Fund as the proposed successor to the Horizon 2020 European Social Catalyst Fund.

The ESCF began with a pan-EU call in January 2020. Applications were made from 22 Member States and were evaluated against published criteria (see [Appendix 1](#)). These included existing evidence of success, cost-effectiveness, capacity to develop robust detailed scaling plans, and to engage with relevant stakeholders to increase the likelihood of successful scaling.

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<sup>1</sup> Communication from the Commission to the European Parliament, the Council, the European Economic and Social Committee and the Committee of the Regions: Building an Economy that Works for People: an Action Plan for the Social Economy, European Union 2021.

<sup>2</sup> [Commission presents Action Plan to boost the social economy and create jobs.](#)

Following evaluation of applications, seven innovations were selected, and support was provided during February – September 2021 for the development of plans to scale. Most of the organisations/consortia developed plans to scale to more than one country which resulted in plans being developed for scaling in 15 countries. Seven of these countries are in Central and Eastern Europe (CEE). Given the level of detail and support for scaling the innovations in the various locations, this represents very good value for money for a modest ESCF fund of €600,000.

These plans are offered as examples to illustrate the kinds of issues that need to be thought through if planning for scaling is to be realistic and robust. Investing in planning is a helpful way to identify what is scalable and where conditions exist that can support scaling. Planning enables sufficient information to be gathered to facilitate appropriate tailoring to specific locations. It can be challenging to manage potential trade-offs between adapting innovations to fit local circumstances, whilst retaining the essential ingredients of the innovation to ensure some predictability regarding outcomes.

The innovations selected represent proven ways to effectively tackle a range of issues that align with the Sustainable Development Goals and with the three main categories of the European Pillar of Social Rights: equal opportunities and access to the labour market; fair working conditions, social protection and inclusion; and with ecological and social transition. Issues that are the focus of the selected plans include:

- Social Housing
- Employment of refugees
- Social isolation and frailty amongst elderly people that leads to increased hospitalisation and residential care
- Alternatives to Detention for Migrants
- Employment for people with severe and enduring mental health difficulties
- Energy Poverty
- Digital inclusion

Critical learning has taken place about responses to the challenges relevant to these innovations that are already in place and commanding resources that might otherwise be devoted to more cost-effective innovations.

Participants were asked to develop plans for what could be achieved within a two-year timeframe. Many of the teams have developed plans for periods beyond the initial two years. The numbers that can be reached are important, but so also are the support structures that could be put in place to ensure ongoing and evaluated spread of these innovations.

A particular emphasis of the ESCF is on including the perspective of the end beneficiary. Most of these selected innovations have an inherent focus on involving end beneficiaries in the design and/or application of the model. For others, engaging more directly with end beneficiaries at the planning stage was found to be valuable.

The timeframe for these plans to be developed was eight months and, notwithstanding the restrictions posed by COVID-19, all plans were completed within the timeframe. In addition, all of these innovations have relevance and are feasible in, and post, COVID-19 times.

Some have already secured commitments of funding and support, and for others, there are ongoing negotiations taking place beyond the deadline for submission of plans which will hopefully bear further fruit. Already it can be seen that the ESCF has had a multiplier effect in terms of catalysing funding to support scaling.

The societal challenges that are the focus of the innovations described in this report are complex and involve multiple stakeholders across different sectors. The role of the public sector at European and Member State levels is particularly evident. The responsibility at the legislative and policy levels for tackling these societal challenges rests primarily with governance, as does most of the funding to find and implement solutions. At the European level the appetite to scale evidence-based innovations across countries to respond effectively to common societal challenges, is impressive. Further support in terms of funding (that can catalyse public and private resources at national level) and capacity-building to share lessons and fast-track scaling, will be well used.

Implementation of these scaling plans requires public and private funding in different combinations. Much of the funding required derives from public resources at national level - and could be achieved by redeploying resources currently allocated to less cost-effective responses. While this will mean that investment in the short-term is required to transfer resources to more innovative approaches, savings and cost avoidance are possible in the mid- to longer-term. Other innovations have been developed to meet new and emerging challenges and will require new resources to scale. In both instances the decisions of the Commission mentioned above are important and will bear fruit.

Philanthropy has a critical and significant role to play. Philanthropic resources that are strategically placed to help catalyse the scaling of proven innovations can be extremely impactful relative to the amounts that can be invested. Social impact finance can also play an important role alongside philanthropic and public resources.

We look forward to the implementation of the Commission's decisions relating to social innovation published in the Action Plan for the Social Economy and to the many benefits that will follow in countries across Europe.

# Description of the European Social Catalyst Fund

The European Social Catalyst Fund (ESCF) has been established and co-funded by the European Union's Horizon 2020 Research and Innovation Programme and a consortium involving the Genio Trust, the Robert Bosch Stiftung and the King Baudouin Foundation. The ESCF was developed on the basis that innovations have already been developed, tried and tested that could be helpful in tackling priority social challenges across Europe. Priority was determined based on the Sustainable Development Goals and the principles of the European Pillar of Social Rights.

Successful innovations do not scale by virtue of their potential to overcome or solve problems. Detailed planning is needed which requires support. The experience of the Consortium has been that financial support in the form of planning grants is very useful, particularly when combined with non-financial support. Investing in planning helps to identify what is realistically scalable and what is not, and can serve to test the required stakeholder buy-in and identify potential funding opportunities. Most importantly, planning can allow for consultation with end-beneficiaries/ service users who have most to gain or lose from scaling an innovation.

Enabling the piloting of the ESCF has been appropriately supported by the European Unions Horizon 2020 Programme and has provided an opportunity to test assumptions regarding the existence of proven innovations with potential to scale, and the value of resourcing the development of scaling plans.

The objectives of the ESCF are:

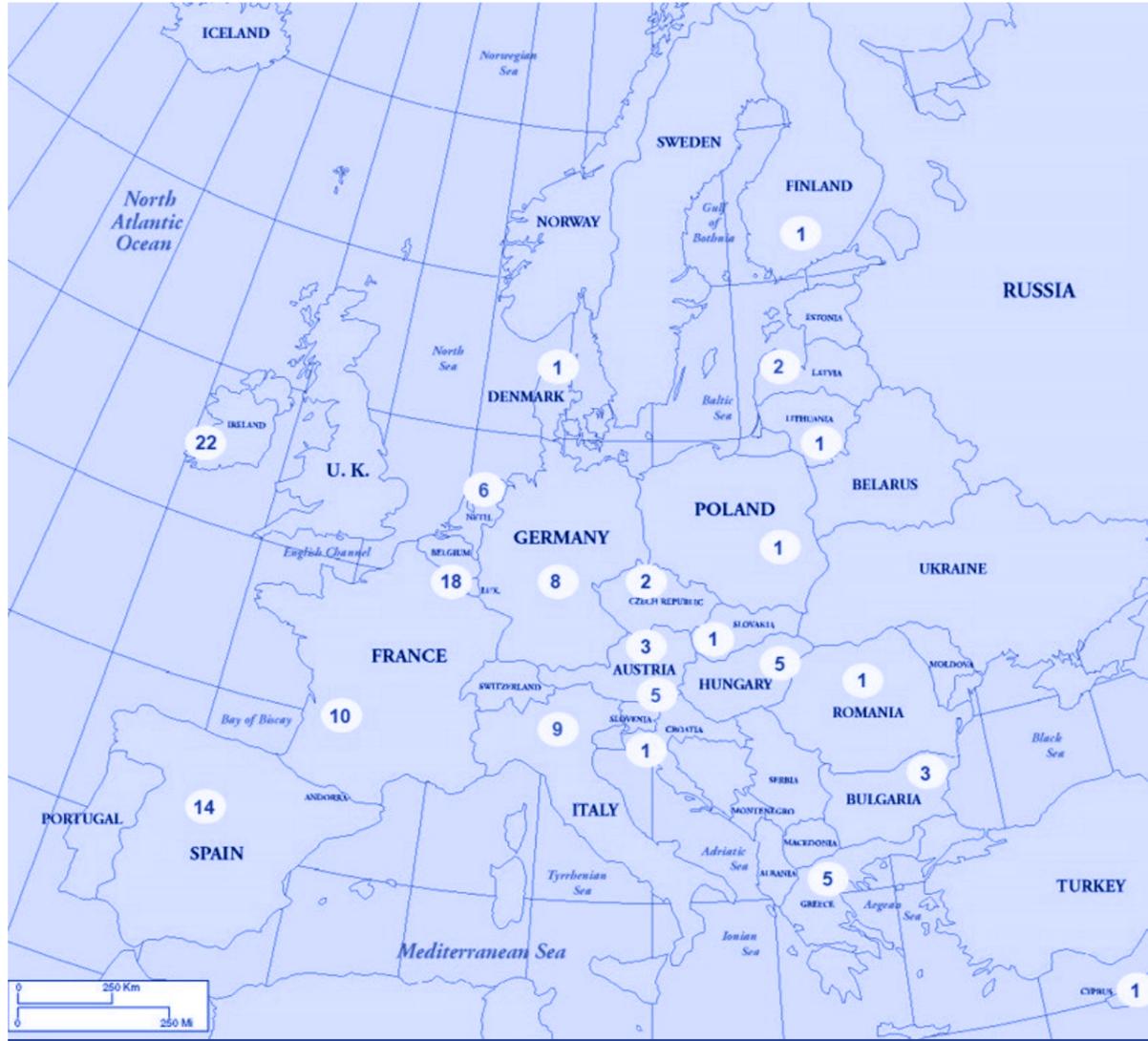
1. To provide financial support, guidance, and information to proven social service innovations selected through a pan-European competition to develop plans to upscale
2. To stimulate a broader range of public sector, philanthropic and social investment collaborations that foster the scaling of social service innovations to meet social challenges across EU Member States aligned with the principles of the European Pillar of Social Rights
3. To produce exemplar plans across a range of priority social challenge areas that can be implemented to a substantial level of scale within two years
4. To produce plans that are also relevant to the social and implementation challenges in at least five EU Member States, two of which will be Central and Eastern European Countries (CEECs)
5. To develop and disseminate knowledge and skills on how to successfully plan the scaling of social service innovations
6. To design a further phase of the European Social Catalyst Fund based on learning obtained in the process of achieving these objectives

The ESCF was launched in January 2020 by Ms. Signe Ratso, Deputy Director-General, Directorate General Research and Innovation. A pan-European call for applications was issued and 120 applications were received from 22 countries describing innovations relevant to all 16 social challenge areas identified in the call.

All applications were evaluated against published criteria to establish robustness of evidence, capacity of organisations/ consortia and envisaged planning activities (see [Appendix 1](#)). Particular emphasis was placed on the type of evidence supporting innovations (see [Appendix 2](#)).

The European Social Innovation Catalyst Fund under Horizon Europe is the proposed successor to the Horizon 2020 European Social Catalyst Fund.

Figure 1: Countries from where applications were received



# Results

## Results

Seven organisations/consortia were selected to be supported to develop plans to scale proven innovations across a range of challenge areas including employment, ageing, homelessness, mental health, migrants, digital inclusion, and ecological and social transition.

Financial grants of up to €100,000 and non-financial support was provided by the Genio Operations Management Team supported by the consortium partners and members of the Advisory Group. By September 2021 plans had been developed for these innovations in a total of 15 countries (see Figure 2), seven of which are CEECs. These plans are summarised in this report and accessible on the [ESCF website](#). Seven of the 15 countries will have plans developed to scale more than one innovation. These plans detail how the innovation in question can be scaled at different levels (see [Appendix 3](#)).

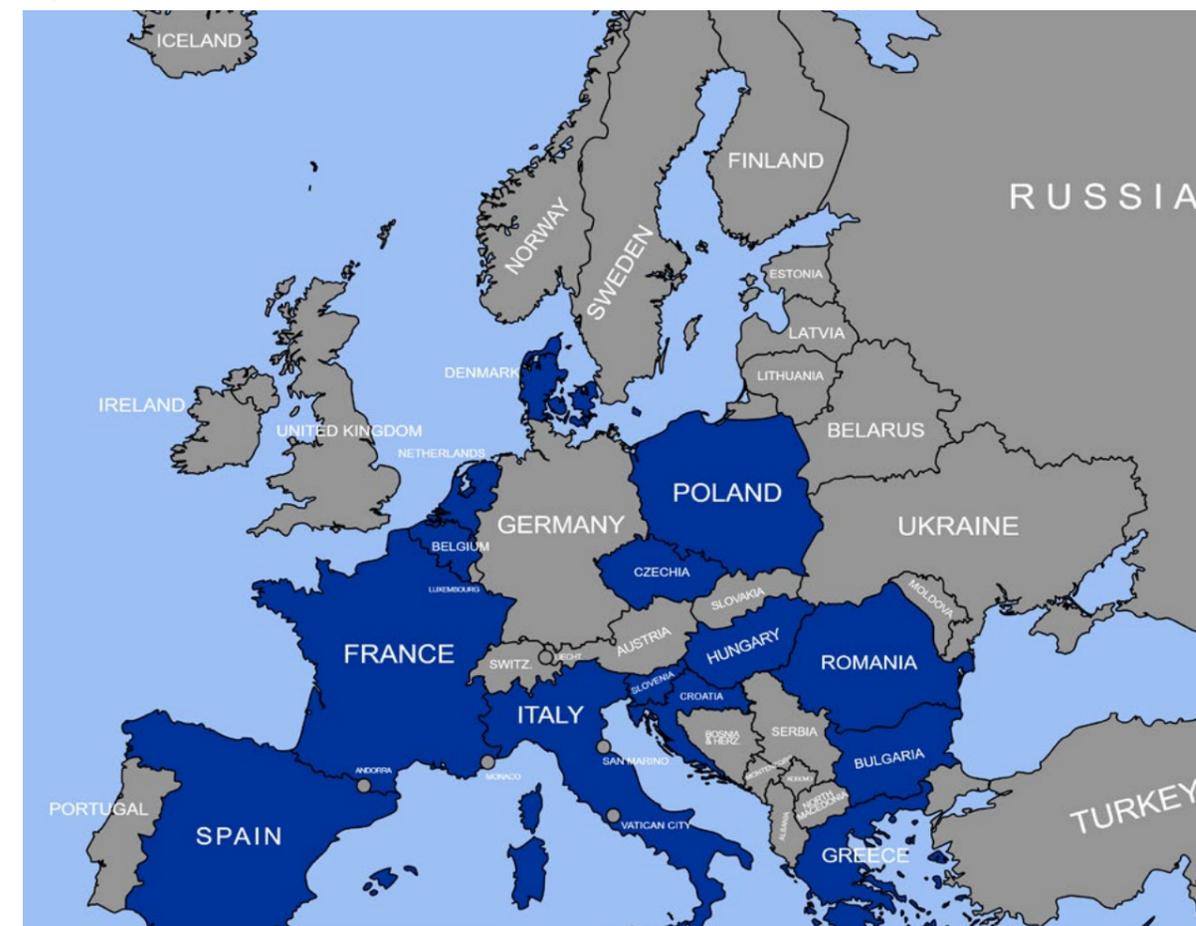
**Table 1: Successful applicants**

Innovation	Lead Organisation	Partner Organisations	Brief description of the project	Focus Area(s)	Countries in which plans were developed
Long Live the Elderly	Vereniging voor Solidariteit vzw - Belgium	Fundacja Sant'Egidio Polska - Poland; Community of S.Egidio-ACAP - Italy; Biomedicine and Prevention Dept -University of Rome "Tor Vergata" - Italy; Komunita S.Egidio – Czech Republic; Charles University, Faculty of Philosophy – Czech Republic; Dedalus Italia s.p.a. - Italy; Gemeinschaft Sant'Egidio e.V. – Germany	To scale a Community-based pro-Active Monitoring Program (CAMP) targeting people aged over 80, followed by the implementation of Individualized Care Plans (ICPs) to mitigate the impact of frailty on citizens' quality of life and use of care services.	<b>Ageing,</b> Poverty and marginalisation, Inequalities, Community development, Employment and job creation	Belgium, Czech Republic
SUITE	Ecoserveis Association - Spain	AISFOR - Italy; Climate Alliance – Germany; Clúster de l'Energia Eficient de Catalunya – Spain	To scale a proven innovation aimed at effectively reducing energy poverty by giving training and support to social operators tackling situations of vulnerability	<b>Ecological and social transition,</b> Poverty and marginalisation, Employment and job creation, Inequalities, Education and training, skills, Community development,	Hungary, Italy, Poland, Romania and Spain

Innovation	Lead Organisation	Partner Organisations	Brief description of the project	Focus Area(s)	Countries in which plans were developed
WA Helps All	Beletrina Academic Press – Slovenia	AnySurfer – Belgium; University of Ljubljana: Faculty of Electronic Engineering (UL) - Slovenia; National Council of Disability Organisations of Slovenia (NSIOS) – Slovenia	To scale a Web Accessibility (WA) enabling & measuring tool for people with disability, critical for digital inclusiveness. The innovation targets a key accessibility problem experienced by many CEEC countries and facilitates knowledge transfer across Europe.	<b>Digital inclusiveness, Disability, Inequalities, Community development</b>	Slovenia
Duo for a Job	Duo for a Job - Belgium	N/A	To scale a mentoring programme for young people with a non-EU migrant background to find a job with the guidance of mentors aged 50+	<b>Migration, Employment and job creation, Poverty and marginalisation, Promoting gender equality, Digital inclusiveness, Inequalities, Community development, The role and place of young people in society, Inter-generational solidarity, Ageing</b>	France, Netherlands
Individual Placement & Support	Stichting Social Finance - Netherlands	"Klinika za Psihijatriju Vrapce - Croatia; Centre for Mental Health Care Development – Czech Republic; Copenhagen research centre for mental health – CORE - Denmark; Fundacion Avedis Donabedian Para La Mejora De La Calidad Asistencial (FAD)-Spain; Working First - France; Social Finance - UK"	To scale Individual Placement and Support (IPS) approach for people with severe and enduring mental health conditions to gain and sustain paid employment	<b>Mental health, Employment and job creation, Disability, Inequalities</b>	Croatia, Czech Republic, Denmark, France, Spain

Innovation	Lead Organisation	Partner Organisations	Brief description of the project	Focus Area(s)	Countries in which plans were developed
Alternatives to Detention	Platform for International Cooperation on Undocumented Migrants (PICUM) Belgium	International Detention Coalition (IDC) - Australia	To increase adoption of engagement-based, case management centred alternatives to detention pilots based on a social work approach	<b>Migration</b>	Belgium, Bulgaria, Cyprus, Greece, Italy, Poland
From Streets to Homes – Social Housing Agency	From Streets to Homes - Hungary	Metropolitan Research Institute - Hungary; Municipality of Budapest - Hungary; Habitat for Humanity - Poland; Municipal Institute of Housing and Renovation of Barcelona - Spain	Plan to increase social housing accommodation using a Social Housing Agency innovation with a well established innovative model with potential to be implemented in multiple countries	<b>Homelessness, Poverty and marginalisation, Inequalities</b>	Hungary

Figure 2: 15 Member States where plans have been developed



# Financial & non-financial support provided

## Financial Support

Planning grants of up to €100,000 were allocated to seven organizations/consortia.

## Capacity-Building Support

The ESCF Genio Operational Management Team led the provision of support which combined group and individual sessions supplemented by written documentation. Each of the selected applicants work in different fields and have different strengths and needs. In recognition of this fact, the lead organisations for each innovation were offered separate calls to enable Genio to learn more about their needs and strengths and were encouraged to involve others in their organisations or consortia as they wished. These calls were held online with each leader of the seven awardee organizations/consortia during February 2021. Following these meetings, a group programme was developed (see Table 2), focusing on topics that more than one consortium/organization wanted to learn more about and also included some topics suggested by Genio that would be helpful for the development of their plans. The group session element of the support programme took place between 12 March and 1 September 2021. These group sessions were supplemented with further individual sessions and with written guidance. Overall, the support programme was tailored as much as possible to the needs of those participating, based on feedback from them, and informed by reviews of progress reports which were received on 30 April and 31 July 2021.

## Group sessions

Participants were invited to attend on a voluntary basis depending on the relevance of each session to them. Overall, the sessions were well attended with 24 people participating in some or all of the sessions from 14 organizations involved in developing plans to scale up the seven selected innovations.

For the first meeting, representatives from the seven organizations/consortia were invited to come together to meet each other and share information about the innovations they are planning to scale and the opportunities and challenges ahead. Participants agreed to have their contact details shared within the group and encouragement was given for bilateral connections to be made where they felt that this would be helpful.

**Table 2: Capacity Building group sessions**

#	Topic	Date
1	<b>Facilitated meeting of representatives from the 7 organisations/consortia</b> — To allow you the group about the other innovations that are the subject of scaling plans and the opportunities and challenges each is facing	12-Mar-21
2	<b>Approaches to developing plans to scale – getting “buy-in”</b> — Consultative /participatory versus more designed, blueprint-type approaches — When and how to involve key stakeholders particularly potential funders and end beneficiaries	31-Mar-21
3	<b>Exploring funding possibilities</b> — Learning from examples of public/private funding and collaborations — Sharing ways to identify potential supporters	14-Apr-21
4	<b>Scope and relevance</b> — How to ensure that innovations are merged well in the environments other than those in which they were invented taking account of cultural and other aspects — How to determine what is a feasible level of ambition for scaling within (as well as beyond) a two-year period — How it can be demonstrated that plans will be relevant to at least 5 countries 2 of which must be CEECs	28-Apr-21
5	<b>The benefits of action research</b> — How action research can facilitate and accelerate the scaling of innovations	12-May-21
6	<b>Measuring impact</b> — Building in feasible ways to measure impact into your scaling plan	25-May-21
7	<b>Scaling innovations: Overall approach to evaluation method</b>	12-Jul-21
8	<b>Scaling innovations: Working with end beneficiaries and lived experience</b> — Key ideas and techniques for working with people who are the beneficiaries of social innovation and their lived experience as contributors and actors within the evaluation process.	23-Jul-21
9	<b>Scaling innovations: Getting to grips with process tracing impact measurement</b> — Key ideas and techniques on process tracing and impact measurement that will be included in it.	27-Jul-21
10	<b>Scaling Plan Discussion</b> — Sharing progress and challenges with drafting the scaling plans so far	01-Sep-21

## Individual sessions

The group sessions were supplemented with an invitation to organizations to have individual support calls if they felt the need to follow up. 12 individual support/advisory sessions were held between February and September 2021. Genio also arranged for the leaders of one innovation to have individual sessions with two members of the ESCF Advisory Group.

## Written guidance

In addition, Genio provided written information for applicants contextualizing the ESCF and identifying the elements that could usefully be included in their scaling plans. Notes on discussions that took place on specific topics following the first six group sessions were also provided.

## Participation

Representatives from the various organizations involved participated in an engaged manner, demonstrating an openness to sharing and learning. It was not assumed by Genio that bringing together people engaged in planning the scaling of innovations in very different fields would necessarily lead to an interest in meeting on an ongoing basis, as most of their learning takes place within their own fields. However, there have been expressions of interest in continuing to meet and share together. Resourcing such an ongoing network is beyond the scope of this phase of the ESCF, however this group, established through the ESCF provides the foundation for an ongoing network should resources permit in the future.

# Comments from those supported through the ESCF

*“The financial support, guidance and information provided by the ESCF has been invaluable in allowing IDC and PICUM, along with the members of the EATDN, to develop a plan to scale up case management-based ATD in Europe...”*

*...The sessions that we were invited to join on methodologies to evaluate the impact of scaling social innovations, as well as the draft documents shared, proved incredibly valuable in helping us to reflect upon the best ways to measure our impact. In particular, given how central lived experience leadership is to our implementation plan, we have particularly appreciated the reflections on how to responsibly and meaningfully involve people with lived experience in our planning and in the implementation of our plan.”*

**– PICUM (Alternatives to Detention)**

*“Exchanges that we had with the other grantee organisations of the ESCF were also very interesting and enriching!”*

**– Duo for a Job**

*“It would have been very helpful if we could have seen the further steps of the grant process, particularly the content and deadlines of grant application for implementing the plans that we developed in the present project.”*

**– From Streets to Homes Association (Social Housing Agency)**

*“What has been important for us was to discuss with other people involved in similar issues, either the other organizations or from ESCF. Direct discussions with people from ESCF provided very useful information and the awareness of dealing with persons who have a quite clear idea of the problems on the field when social innovation must be pushed on. The possibility of exposing the way on which the program is going to be implemented and discussing the different options is rare at European level and for sure provided an effective interaction...”*

*...It would be good to have a more concrete idea about a possible future support of the project continuation...This is helpful in order to reduce the uncertainty when confronting with public bodies and other organization interested to replicate the program.*

**– Vereniging voor Solidariteit (Long Live the Elderly)**

*“Service user involvement is not normal practice in some countries. In hindsight, we needed a dedicated workstream and funding to better realise that. Although despite challenges, all partners have engaged with people with lived experience in the project planning and have methods for ongoing coproduction in future work...”*

*...Scale takes time but catalyst funding plays a vital role – awareness of IPS [Individual Support and Placement] has grown in all 5 countries we are working with, at local, regional and national levels, and this is down to the persistent work of country teams engaging with stakeholders. These conversations are what leads to change over time.”*

**– Stichting Social Finance (Individual Placement and Support (IPS))**

*“We found regular meetings and information from the ESCF consortium to be very useful, discussing the challenges and finding potential mitigation points for them. It was helpful to listen to other’s experiences and find a common ground with them in creative solutions or suggestions.”*

**– Beletrina (WA Helps All)**

*On the one hand, the meeting carried on with the ESCF to present useful case studies and best practices have been inspiring and useful (for example the workshop on the action research). Also, the possibility to confront our efforts with the ones carried on by the other projects helped us better understanding the possibility of the social innovation projects, also in fields very different from the energy poverty...On the other hand, it would have been very helpful to have more time to design the scalability.*

*...It is worth noting that the biggest internal support, between the consortium, was the opportunity to collaborate between the members from different countries and gain knowledge of their experiences (both past and those gained during the scalability project.”*

**– Ecoserveis (SUITE)**

# Scaling Plans

## Scaling Plans

The description of plans included in this section comprise a short outline of each innovation; the relevant societal issue being tackled and the organisations involved; evidence, relevance and cost-effectiveness of the innovation; the countries, regions, municipalities selected for scaling, (and the reasons for this selection); scaling methods; anticipated measurable outcomes within two years; key partners to be involved; how end-beneficiaries are engaged; funding and financing arrangements; how impact will be measured and the challenges, risks and mitigation strategies identified. The summaries of plans are drawn from the final reports submitted by each organisation/consortium. Fuller versions of the scaling plans can be accessed on the [ESCF website](#).

## 1: Action plan for the work underpinning the Budapest Housing Agency

The innovation lies in developing and expanding, a pooled portfolio of affordable rentals in the framework of the Social Housing Agency (SHA)<sup>3</sup>.

This will be based on the current rental housing stock of the Municipality of Budapest (MB), properties rented from private landlords, compensation from private developers in line with planning and building regulations, and other diverse sources. Instead of following the property management approach of public landlords (primarily local municipalities) in Hungary, an integrated service provision approach will be undertaken, in which tenants in need of additional support beyond affordable housing will receive personalized social work. To expand its affordable housing stock within its current operational framework, MB would have to buy or build at market rates at massive costs. Rental units within the SHA will be allocated to a diverse group of low-to-middle-income tenants who currently struggle to afford adequate housing, complete with social work as needed. This scheme will help

vulnerable groups maintain their housing security, but also their ability to pay rent as due, which prevents the accumulation of unmanageable debts for the tenant, but also ensures the financial viability of the SHA.

Scaling plan can be accessed on [utcarollakasba.hu](http://utcarollakasba.hu)

### Lead Organisation

From Streets to Homes! Association (FSHA), Hungary

### Other Organisations in the consortium

- Metropolitan Research Institute (MRI), Hungary
- Municipality of Budapest (MB), Hungary
- Habitat for Humanity Poland (HfH PI), Poland
- Municipal Institute of Housing and Renovation of Barcelona (IMHAB), Spain

<sup>3</sup> Social Housing Agency (SHA) is used in Hungary, while Social Rental Agency (SRA) is used in Poland, but they are similar entities

## Primary social challenges that the innovation seeks to address

Poverty and Marginalisation, Homelessness, Inequalities.

### Evidence

The evidence supporting this innovation derives from well-designed case control and cohort studies (Level IV, see [Appendix 2](#)).

The HomeLab project<sup>4</sup> implemented a housing-led integrated service provision approach, combining private and municipal rental stock. Evaluation of the project measured the change in housing security, affordability, quality, labour income and security of employment. A non-randomized control trial was carried out comparing treatment groups (TG, n=175) receiving integrated services with similar control groups (CG, n=168) having access only to isolated services. The results show that the TG's housing position improved significantly more than that of the CG in all three domains, and the scale of improvement was larger in the case of those whose initial housing position was the most marginalized.

The operation of FSHA from 2016 demonstrates the effectiveness of a Social Rental Agencies (SRA) model with research proving that SRAs predominantly provide affordable and good quality housing for vulnerable groups, including the most vulnerable. Analyses also show the effectiveness of the personalised support SRAs provide to their tenants, many of whom leave the sector to secure housing in the mainstream social housing sector. In the Flanders Region of Belgium, a research project of target groups indicated that the candidates of SRAs belonged to considerably lower income groups.

Research of six case studies in Social Letting Agencies (SLAs) in the UK, found that the six SLAs were not only working but were playing a vital role in helping low-income and/or vulnerable groups in four important respects: access,

affordability, housing conditions, and stability. Finally, FEANTSA<sup>5</sup> advocate SRAs as innovative housing-led policy tools “to help meet the housing needs of homeless people in Europe” by providing them permanent affordable housing solutions.

### Cost effectiveness

While direct cost-efficiency calculations comparing SRAs and traditional social rental models are not available, the social and indirect economic cost of marginalization and growing homelessness are clearly significant in the present state of the sector.

In the US, Housing First programs showed considerable financial gain compared to traditional homeless support services in cases of chronically homeless people, mostly because of the extremely high healthcare costs of these groups.

In Hungary, where the homeless shelter system is extensive but heavily underfinanced, one such attempt showed that accommodating people in the standard housing sector and providing them with social support is more cost efficient for families with children due to the high cost of foster care provisions, even without considering the long-term social gains.

In the Hungarian city of Veszprém, the municipality founded a joint non-profit company with the Charity Service of the Order of Malta, which took over the management of the small municipal housing sector (180 flats), in addition to the Charity Service's own stock, and provided individualized social work to clients. Although direct cost-efficiency comparisons were not made in this case, the Service's leadership is convinced of the overall efficiency and greater effectiveness of their approach, particularly improved client outcomes.

### Where the scaling plan(s) are to be implemented

The direct geographic scope of the innovation is Budapest, with some links to agglomeration towns in the surrounding suburban areas. Dissemination activities also address municipalities outside

Budapest. Overtime, the overall mission of the project team and MB is to support the establishment and upscaling of affordable housing initiatives across Hungary.

Our Polish consortium partner, Habitat for Humanity Poland (HfH PI), contributed to research under this project; but in addition, it will also upscale its current SRA in Warsaw and will disseminate know-how and provide support for SRA development for other municipalities in Poland.

### Reasons the geographical area were chosen for scaling

The consortium lead FSHA, and partner MRI are active in Budapest, and have been searching for solutions for the housing crisis emerging in the city. In Budapest houses and rent prices have been skyrocketing in the past decade, while wages increased at a much slower rate. The affordability of housing has decreased accordingly. The population who cannot afford adequate housing does not only consist of vulnerable and marginalized groups; it also includes key workers, and anyone who is not already a homeowner and earns below or a near average wage. FSHA aims to support the needs of a broader target group, not excluding the most vulnerable, including homeless people.

HfH PI's have already been operating in Warsaw and have plans to scale up. The SRA program has been described as an example of innovative social projects in the Warsaw's Housing Program for 2021-2025.

### Level of implementation of the innovation anticipated

Partial adoption by regional/municipal social services – Level II (see [Appendix 3](#))

### Relevance of this Social Innovation

The first SRAs in Europe were initiated in the 1980s, first in Belgium, Germany and France, and two decades later they became more widespread across Europe. In Belgium, the initiative was mainstreamed into national housing policy, and

by 2016 there were 48 registered SRAs. The operation of FSHA from 2016 has successfully experimented with various housing models (renting private owners' flats to vulnerable households; renting apartments bought from donation; renting dilapidated municipal apartments after renovation). Its operation has demonstrated that private owners are also willing to transfer their property for social purposes with the provision of adequate guarantees. Moreover, their operation proves that well-organized social work will decrease the risks (of non-payment, physical damage, or “antisocial” behaviour) associated with social housing provision.

Most people in post-transition EU member states in the Central and Eastern European (CEE) region live in owner-occupied housing, including people in capital cities (the rate of rental properties tends to be the highest in capital cities, but owner occupation is still predominant). This also includes most low-income people - in their case, the home is often poor quality, or even substandard to the extent it poses health risks. Due to the scarcity of public housing and the costs and insecurity of private renting, most low-income households have simply no other options. Yet the globalization of housing markets has been affecting these CEE cities, and home buyers now compete with investors, who in many cases buy for short-term letting, or simply keep their second dwellings empty as a form of investment. As a result, house prices are becoming well out of reach to a growing share of their population, especially to new market entrants (the young and the mobile, in addition to marginalized groups). So, demand for rental housing has been growing steadily, even though private renting remains costly, poorly regulated, and unreliable.

The affordable rental housing stock in Hungary is small, marginalized and overall has very poor quality. The social landlords are local municipalities, and the share of social rentals within local housing stocks ranges between 0-6% across the country. Rent levels in these units are very low, which reduces the social landlords' ability to maintain and renovate them.

Limited room for manoeuvre for decision makers in housing has pushed municipalities into a vicious cycle of selling off their real estate to

4 Carried out, among others, by MRI, FSHA and HfH PI in the four Visarga countries

5 Published two papers in 2012 and 2018

boost revenues, which results in growing financial losses, increasing the number of vacant units, and a shrinking sector. This marginalized sector concentrates poor quality flats and disadvantaged groups with low solvency, which further undermine the sector's financial sustainability. The municipal housing management system is unable to integrate social support and real estate management tasks, further disincentivising housing high-risk groups. The continued loss of housing often results in the former tenants' further marginalization or in homelessness.

COVID-19 effected the way landlords adjusted to the increase in supply in the private rental market. Most owners were irrationally reluctant to lower prices, even if that caused a longer vacancy period. Another insight has been how landlords use letting agents to vet potential tenants to control associated risks, thus letting agents often function as gatekeepers in the rental market. As landlords often overestimate the risks associated with certain population groups (such as families with children, or the Roma) this can lead to discriminative practices.

In Poland, the HfH PI Warsaw municipality experienced a surge in public interest in various forms of affordable housing in 2020, in part due to the economic and social impact of the pandemic. This team has made huge progress, which resulted in the entry into force of a national law regulating SRAs, and an increased interest of various local municipalities. However, social work was not included in the SRA law so further advocacy is necessary.

## Anticipated measurable outcomes

The long-term aim is for the transition of the SHA to the ownership of the MB, and as this will take some time, we envisage implementation in two phases. Within two years (the initial part of the first phase), of the 832 MB owned stock, we expect to involve an estimated 214 dwellings, which increases to 1,006 by the end of 2024. The transitory body will also have identified all tasks and functions the independent SHA body will need to fulfil, and the resources it will need. It will prepare annual activity plans and correct regulatory and implementation courses accordingly.

## Scaling Methods

As referenced, the scaling of SHA will be in two phases. During the first phase (2022–2025), a transitory organisational framework which involves the preparation and operationalization of the launch of the independent SHA, will be managed from within the Social Policy Department of the Mayor's Office. At the same time, the municipally owned stock, managed by Budapest Asset Management Center (BAMC), will be gradually transmitted into the new SHA system, having undergone renovation. During the second phase (2025-2028), the SHA will be set up as an independent organization, owned by the Municipality.

The dwellings of private owners will also be involved, with SHA offering the owners a service where the risks are shared between the SHA and the owner. The SHA takes the burden of these risks and manages them through integrated service provision. SHA will maintain dwellings and renovate where necessary, and in return, the owners enter the scheme for a minimum of three years and agree to a below market rate rent. We expect private owners will enter the scheme in greater numbers in the first few years and make a cautious estimation of the ratio of private owners who choose not to renew their contract after a three-year term.

Additionally, MB - in its Integrated Urban Development Strategy (IUDS) has set out to construct or purchase new dwellings and is also looking at the redevelopment of non-residential buildings into apartment buildings. While the financing of these developments is a significant challenge, the MB is committed to utilizing all possibilities for the expansion of the affordable public housing stock. The rental of private units is justified because it allows for a quick, flexible, and relatively inexpensive expansion of the affordable housing sector.

One reason for grounding the project over multiple possible sources of affordable housing is to balance the respective costs and benefits of each, but also to be able to adapt and shift emphasis if one stream or another proves less promising in practice.

In Poland, HfH PI is making progress on promoting the SRA model in other municipalities

and is focusing on advocating for a model that includes NGOs, which presents additional benefits stemming from combining competences of both the municipality and an NGO.

## Key partners and their roles

The main implementer of the project is MB, specifically the Social Policy Department, in close cooperation with BAMC. In the transitory period (2022-2025), key SHA tasks and the coordination of developing the independent SHA will be delegated to the Social Policy Department (MO\*). After the transitory period, the SHA, as an independent organization, (HA\*) will be the key coordinator of all tasks and activities.

The strategic plan defines 8 functions, each with detailed tasks and clearly defined competencies (see Table 3).

## Involving end beneficiaries/ service users

The integrated service of the SHA places service users at centre stage, where, in collaboration with them, their needs are identified, and appropriate supports established. This model will help

vulnerable groups maintain their housing security, but also their ability to pay rent as due, which prevents the accumulation of unmanageable debts for the tenant. Potential partners and target groups were involved in the grounding research not only as research subjects, but also as contributors to the concept of an SHA. Interviews and focus groups were organized with landlords as well as various tenant groups.

The monitoring and evaluation system to be deployed in the transitory body and final SHA will systematically gather feedback from beneficiaries and use it to improve the efficiency and effectiveness of its intervention.

## Costs of scaling the innovation envisaged

In line with the new IUDS, we aim to triple the City's current affordable stock. The estimated cost is around €132.4 million over the full seven-year period. In the transition period (2022-2025), it is €20.5 million. This includes the cost of renovation of municipal and private rental housing and the cost of purchased/constructed housing (see Table 4).

Table 3: The 8 functions and partners roles.

Functions	PD	MO	HA	EO
Strategic control: portfolio expansion and the constitution of the target groups				
Establishing the rent amount and the operation of the rent-subsidy system				
Housing distribution system, selection of tenants and housing allocation				
Involvement of private apartments from the market				
Apartment management - administrative tasks				
Management of arrears				
Maintenance and renovation of apartments and houses				
Monitoring, control, and evaluation				

\*PD = Political decision makers, MO = relevant policy department of Mayor's Office, HA = Metropolitan Housing Agency and EO = External Organisation

In terms of rental income, the rents paid under the current (old) system amount to 20% of the average market rent (7 €/sq.m.), and to 50% of the average under the SHA (new) system. The total rental income of the sector thus increases from €1 million (for 917 dwellings) over the whole period, to €5.5 million (for 2,592 dwellings) after the expansion of the sector and the application of the new rent system (see Table 5). By the end of the three-year transition period, close to €4.5 million is generated in revenue from the total stock (1,366 dwellings).

HfH PI and the Warsaw Municipality, estimates that the yearly cost of operations of SRA (approximately 40 flats, staffing and some indirect costs) to be €110,000. It does not include a broad scale of additional services; therefore, a similar average level of cost may be assumed for SRA in one municipality.

**Table 4: The costs (EUR) of purchasing and construction substantially exceeds the cost of renovation.**

	2022	2023	2024	2025	2026	2027	2028	Total
Renovation, modernisation of municipal SHA stock	390	390	390	-	-	-	-	1,170
Purchase/construction for municipal stock	-	6,320	12,640	15,801	26,334	31,601	36 868	129,564
Renovation of private rentals	70	140	140	267	323	323	379	1,642
<b>Total</b>	<b>460</b>	<b>6,850</b>	<b>13,170</b>	<b>16,068</b>	<b>26,657</b>	<b>31,924</b>	<b>37,247</b>	<b>132,376</b>

**Table 5: Total housing sector revenue (EUR thousand)**

Revenue	2022	2023	2024	2025	2026	2027	2028
Revenue of stock operated in the SHA model (new)	450	1,294	2,119	2,941	3,881	4,660	5,461
Revenue of stock operated in the current system (old)	592	419	303	194	-	-	-
<b>Revenue of the total stock</b>	<b>1,042</b>	<b>1,713</b>	<b>2,422</b>	<b>3,135</b>	<b>3,881</b>	<b>4,660</b>	<b>5,461</b>

## Funders

The key partner in funding the SHA is the Municipality of Budapest. While other possible funders include Hungarian central funding, domestic and international loan products, the bulk of funding will be required from EU funding opportunities, including the second round of the ESCF (if established), which the Municipality of Budapest can also apply to.

Another possible resource will be the private developers who will pay compensation or provide flats in the framework of Settlement Planning Agreements.

In Poland, funding is mainly from the municipality, with partial funding from NGOs. Other possible sources include national and EU funding (under ESF+), public subsidies / subsidies in institutional rents for SRA tenants, and additional services offered by the SRA.

## Sustaining and further scaling of the innovation

The full timeframe of the SHA expands over seven years, between 2022-2028 in accordance with the IUDS. The independent SHA will be launched in the 1st quarter of 2025 and will have full responsibility for all functions and resources required for SHA operation. The organisational form of the independent SHA was discussed in depth and the two options retained for consideration are a not-for-profit economic entity in the full ownership of MB, or public institution owned and financed by MB. Both options are in line with the SHA's mission, but their respective costs and benefits must be assessed in action.

**Table 6: The housing stock under SHA will be further increased in this second phase.**

	2025	2026	2027	2028
MB rental housing stock	230	0	0	0
Rental housing stock in SHA system	1,396	1,842	2,212	2,592

By 2026, all municipal tenants will have renewed their contracts and transferred under SHA management, which will ensure rent levels are set according to household income, and social support services provided in a proactive and integrated manner to all in need.

In Poland, along with the regulation on SRA, the Ministry of Development, Labour and Technology estimate, by 2030, there will be 45 SRAs, each managing 50 flats (20 in first year, 30 in the second, 50 in the third year), giving in total of approximately 2,000 flats managed by SRAs in Poland. HfH PI are in discussions with the Mazovian or Silesia regions about the possibility of establishing SRA.

## Measuring the Impact of Scaling

An administrative registration IT system will be set up for the management of the housing stock. This will be used to keep track of the dwellings, contracts and deadlines, tenants, and payments, regardless of the type of ownership of the property. The same database will be used to record the information needed for monitoring, rent setting, and rent review. Technical staff can search the database by flat, social work staff by tenant, with each operator having access only to data within their own competency.

The dataset generated from the IT system will be used for three-monthly monitoring, which summarizes all information necessary to keep track of the objectives of the SHA. This in turn will be the basis of semi-annual overarching evaluations, which will then be used for strategic management, particularly the annual revision of plans (annual operational plans, housing management plans, maintenance, and renovation plan etc.).

The iterative nature of the monitoring system will allow data to be used to assess the effectiveness of the SHA in terms of reaching its objectives, and on which plans, and procedures can be corrected or refined in an evidence-based manner.

## Challenges/Risks and Mitigation

Table 7: Challenges/Risks and Mitigation

Type of risk	Strategies for mitigation
Lack of central budget	Redirect EU funding Seek opportunities from international organisations Develop mutually beneficial partnerships with NGOs
Unsupportive political and national regulatory environment Changing roles of Mayor and Prime Minister could hinder or support innovation	The integrated approach of SHA will help embed it as a new housing policy tool Keep political decision makers well-informed about SHA developments The Social Policy Department will have full responsibility of SHA and will closely cooperate with all internal (and external) partners. Combining MB housing stock and private rented stock safeguards against changes if market or political environment makes it infeasible to purchase or construct new dwellings
Slow expansion of the affordable stock	Strong marketing and communication strategy We applied a cautious estimation of private property owners to avoid overconfidence in our calculations
Reliance on private renting	Through research, we have a focused view of specific renting related risks and developed a detailed, complex risk management strategy, with quality guarantees and financial incentives. We developed a strong strategy of involving dwellings from various sources, and we intend to utilize all these measures

## 2: Duo for a Job's scale-up plan in France and the Netherlands

DUO for a JOB matches young jobseekers with a migrant background with people over 50 years old who boast professional experience in related fields and who can accompany and support them in their job search.

Through this intergenerational and intercultural mentoring programme, the association aims to meet three key goals:

1. Reduce inequalities in access to the labour market by pairing these youngsters up with a mentor, whose experience can help them tackle any difficulties they may face.
2. Put the skills and experience of over-50s to good use and allow them to have a rewarding, enriching human experience, develop new skills and join an active local network of mentors.
3. Promote a 'living together' society by offering a unique platform for different generations and cultures to meet and deconstruct prejudices and stereotypical ideas.

### Lead organisation

DUO for a JOB, Belgium

### Primary social challenges that the innovation seeks to address

Poverty and Marginalisation, Employment and Job Creation, Inter-generational Solidarity

### Evidence

Evidence for this innovation is obtained from at least one well-designed Randomised Control Trial (RCT) (e.g., large multi-site RCT) (Level II, see [Appendix 2](#)).

In 2014, DUO for a JOB was the first NGO in continental Europe to issue a Social Impact Bond (SIB). Actiris (Brussels employment office) agreed to reimburse their investment with a return provided our programme met pre-agreed impact metrics which would materialise savings on public finances.

An independent evaluation, carried out by the Brussels Observatory for Employment and validated by the University of Liège from (2014-2016) compared the placement rates of the beneficiaries of our programme with control groups. DUO for a JOB's beneficiaries had materially higher rates of employment than those in the control groups in each year:

- In 2014, DUO's cohort obtained 42.9% against 33.7% for the control group
- In 2015, DUO's cohort obtained 43.6% against 30.5% for the control group
- In 2016, DUO's cohort obtained 38.7% against 33.4% for the control group

The programme had a particular effect with beneficiaries with no or low qualifications:

- In 2014, DUO's cohort obtained 47.9% against 24.6% for the control group
- In 2015, DUO's cohort obtained 42.6% against 30.8% for the control group
- In 2016, DUO's cohort obtained 30.8% against 27.5% for the control group

Since the evaluation, our employment rate has remained stable (around 50%) despite the increasing number of participants (from 245

in 2016 to 842 in 2019). Overall, 70% reach a positive outcome at the end of their mentorship (be it training, internship, or job).

In 2019, DUO for a JOB published its first 'experience report' compiling five years of operational activities of the association in Belgium<sup>6</sup>. This study reported the qualitative and long-term benefits garnered by our mentees such as improved self-confidence, wider social and professional network, and better career planning.

In March 2021, we published a new report to measure the impact of the Covid-19 crisis and digitalisation on the young people as well as on their job search<sup>7</sup>. This report analysed the responses of more than 300 mentees and mentors who took part in the mentoring programme in 2020. It highlights the need to ensure the inclusiveness of all services and initiatives (including DUO for a JOB) in the digitalisation process and in particular the need for face-to-face alternatives so as not to lose the most vulnerable young people

Finally, our programme has attracted interest from social scientists, experts, and policymakers in international organisations such as the UNHCR<sup>8</sup>, the IFRC<sup>9</sup>, the IOM<sup>10</sup>, the European Commission<sup>11</sup> and the OECD (2020 High-Level Policy Forum)<sup>12</sup>. DUO for a JOB was also featured as a good practice in the prestigious Stanford Social Innovation Review<sup>13</sup>.

## Cost effectiveness

DUO for a Job has demonstrated its cost effectiveness through the Social Impact Bond underwritten by the Employment office of the Brussels Region. An amount of € 347,000 was invested to support 322 beneficiaries. This was a fraction (roughly € 1,100 per duo) of our actual costs (€ 2,500 per duo). In return, the

proven impact meant that the employment office generated €743,000 of savings for public finances (or 2.1 times the initial investment).

## Where the scaling plan(s) are to be implemented

DUO for a JOB started its activities in Belgium in 2013 and by 2018 had scaled to Antwerp, Liège, and Ghent. The innovation is to be implemented in France and the Netherlands.

The scaling has already successfully started in France with a testbed in Paris. It is now planned to implement the innovation in Lille, Marseille, and Lyon.

In the Netherlands, implementation will commence in Rotterdam by the end of 2021.

In both countries, we might also develop the innovation in smaller locations (e.g., middle sized cities) which would then be managed by larger branches such as the big cities.

## Reasons the geographical areas were chosen for scaling

Certain conditions need to be present for the innovation to be implemented, i.e., large representation of the target groups (mentees and mentors), possibilities to develop local partnerships (both operational and financial), the situation of the labour market and unemployment, etc. We then carry out a comprehensive SWOT analysis for each of the preselected locations to validate or reject them.

All the cities mentioned above in France and the Netherlands have been evaluated and selected following this procedure.

## Level of implementation of the innovation anticipated

Consistent adoption by mainstream social services at national/federal level (Level 1, see [Appendix 3](#))

## Relevance of the Social Innovation

In 2019, there were 5.1m people aged 20-29 in the EU27 born in a third country, with Germany (24%), Spain (16%), France (15%), Italy (14%) and Netherlands (4%). In 16 member states, their proportion in the total youth population was on or above the EU average of 10.1%. From 2009 to 2019, their unemployment was consistently higher than native-born people. In 2019, it was 22.1% for the 20-24 (vs 14% overall) and 14.1% for the 25-29 (vs 9.1% overall). The gap increased in the economic downturn (2009-2013) and narrowed in the recovery (2014-2019). Unemployment data on young migrants are available in 17 member states. In 11 member states, the rate was at least 40% higher, including 6 where it was more than twice higher. As the current crisis unfolds, a steep reversal in the coming years is almost certain.

In Central and Eastern Europe (CEE), none of the 11 member states provide unemployment rates of non-EU born people aged 20-24 and only 3 do it for those aged 25-29.

The relative share of migrants aged 20-29 is generally lower than in the rest of the European Union. The situation is however extremely dynamic: in the last 5 years, the total population aged 20-29 decreased on average by 15% while its non-EU born component increased by 42%, mainly driven by the immigration of Moldovans, Ukrainians, and Asians.

## Anticipated measurable outcomes

By the end of 2023, we expect DUO for a JOB to be present in 4 different countries (Belgium, France, the Netherlands, and another EU country still to be determined). In France, DUO for a JOB will be present in 4 major cities (Paris, Lille, Marseille, and Lyon) and we will have 3 branches

in the Netherlands (Rotterdam & 2 other cities still to be determined). A first branch will be established in the 4th EU country (yet to be identified).

Within the coming 2 years, we expect to accompany about 4,300 mentees (end-beneficiaries) by creating 4,300 duos in the above-mentioned locations.

To cope with this fast-paced development of our structure, our international support team will have to be reinforced at national level, focusing on strategy & networking, communication, advocacy, fundraising, financial management, HR, IT and digital tool management.

## Scaling Methods

The scaling method of DUO for a JOB relies on a combination of two traditional models - "local entrepreneurship" and "full integration". The combination of the features of both models allows the local branches (and local directors) to gain operational flexibility while ensuring the coherence of the organisation (strategy, procedures, "DNA"). This combined system also ensures launch-phase economies for the new branches since shared services are implemented for the whole organisation (digital tools, support team) and do not need to be replicated in all different locations. See figure 4 below.

Our model has been successfully implemented in locations with different languages, cultural backgrounds, political realities, etc., indicating that we possess a strong, proven and highly adaptable model that can still be implemented in many new locations throughout Europe.

6 <https://www.duoforajob.be/news/experience-report/>

7 <https://en.calameo.com/read/00509316670d36d3f25fb?authid=SY433zxISBjw&page=1>

8 <https://www.unhcr.org/be/que-pouvez-vous-faire/lemploi-des-refugies>

9 <https://media.ifrc.org/global-review-on-migration/smart-practice/intergenerational-mentoring-for-immigrant-youth-belgium/>

10 [https://eea.iom.int/sites/default/files/publication/document/LINK-IT\\_Best\\_Practice\\_Integration\\_Brief.pdf](https://eea.iom.int/sites/default/files/publication/document/LINK-IT_Best_Practice_Integration_Brief.pdf)

11 <https://ec.europa.eu/migrant-integration/intpract/mentoring-project---duo-for-a-job>

12 <https://www.oecd.org/migration/ministerial/migration-forum-programme-2020-EN.pdf>

13 [https://ssir.org/articles/entry/social\\_impact\\_bonding](https://ssir.org/articles/entry/social_impact_bonding)

Figure 3: DUO for a JOB's international scaling model

		Recruitment				Training				Support functions (Finance, Legal)	
		Strategy	Funding	Communication	Marketing	Mentor	Mentee	ICT	Process	MPO	Mentor
Open Source											
Local Entrepreneurship		✓		✓	✓	✓	✓			✓	✓
		Financial support for local Dir during launch period only		Content creation, events and presentations	Access to HQ network	Access to HQ network				Training given with inspiration from HQ material	National and international support functions
Franchising											
Fully Integrated	✓		✓				✓	✓	✓		
		The mission, vision and the values are defined by the HQ		Website, flyer, Fb page, etc.			Full support from the HQ with a local staff onsite	Sharing of all the processes	Training provided for all the new MPOs (onsite)		

✓ Shared responsibility – Access to local / global channels of the headquarter  
 ✓ Full responsibility

Source: DUO for a JOB & Roland Berger

## Key partners and their roles

Over the years, we have built an extensive, stable, and broad network of partners. Companies support us financially on the one side and are a source of new mentors on the other side. Foundations, patrons, and other philanthropic actors help us financially and often give us access to their network and/or to some skill-based support. Some of these organisations are (or can be) active internationally and may support us in our scaling.

### France

#### Philanthropic Organisations —

Fondation de France, Epic Foundation, Fondation Société Générale, Le Maillon, Think Human Foundation, Fondation Groupe Primonial, Alstom Foundation, Fondation Anber, Fondation Sycomore, Pierre Bellon Foundation.

#### Companies —

Dexia, Derichebourg, L'Oréal, Rothschild & Co.

#### NGOs —

Singa, Konexio, Réfugiés.info, Uni-R, Simplon, Each One, la CIMADE, le GISTI.

### Netherlands

#### Public entities —

Gemeente Rotterdam, UVW, Jongerenlokket.

#### Companies —

Stichting Verre Bergen, Instituut Gak, Open Embassy, Stichting Dioraphte.

#### NGOs —

Vluchtelingenwerk Nederland, BusinezzClubs, UAF, etc.

## Involving end beneficiaries/ service users

Our community evolves autonomously. Our approach is not to direct them, but to provide support, training, tools, and guidance around the accomplishment of a shared goal. Each mentee and mentor are interviewed by a programme officer. Before a duo can start, the mentee and the mentor meet to confirm whether they want to work together. Our mentors themselves develop in their role and benefit from regular “intervision” meetings where mentors at different levels of experience meet to exchange and progress together.

Each duo systematically closes on an evaluation meeting where the mentee and the mentor share their experience and suggestions on possible improvements. This feedback is encoded in our information system, compiled, and discussed. Mentors are involved in the “steering committee” which helps inform our key decisions, including scaling.

Moreover, each duo is supervised by a member of our permanent staff during its life cycle. This means that our organisation is in permanent contact with its beneficiaries, which enables it to be responsive to any dysfunctional or desirable evolution of our methodology and processes.

## Costs of scaling the innovation envisaged

We have carried out a full budgetary exercise of our scaling in France and the Netherlands as well as for the fourth undetermined country. These budgets include development and support costs which are not attributable to specific branches. Total budget for five years is approximately €14.8 million. See Table 8. These budgets have been built using assumptions from budgetary realisations and trajectories of DUO Belgium and DUO Paris.

## Funders

The main funders of the scaling will be foundations, patrons, companies, and public authorities detailed in the key funders section. Funding has been received from several calls for proposals to set up a test-branch in Paris<sup>14</sup>. Lately, we have received our first public grants from the French authorities (French Ministry of Labour and the French Ministry of the Interior). Additionally, we have submitted a proposal in the context of a new SIB, and we intend to secure more public funding in the coming years to boost our scaling in France.

Table 8: Scaling budgets (EUR thousand)

Budgets (KEUR)	2021	2022	2023	2024	2025	TOTAL
DUO France	688	1309	1881	2510	3045	9433
DUO Netherlands	40	375	750	1185	1550	3900
DUO Country 4		40	260	500	750	1550
<b>TOTAL</b>	<b>728</b>	<b>1724</b>	<b>2881</b>	<b>4195</b>	<b>5345</b>	<b>14883</b>

Source: DUO for a JOB

14 Fondation de France, Fondation Société Générale, Le Maillon, Webhelp Shared Foundation (Think Human Foundation) and support from two of our main partners in scaling - Epic Foundation and Degroof Petercam Foundation

## Sustaining and further scaling of the innovation

We are confident that our funding strategy will enable us to sustain and further scale our innovation in the new areas selected for scaling. Our experience in Belgium has shown that a multiplier effect with respect to funding opportunities can arise from growing operational results. As our organisation becomes more mature, there is a shift from the initial private support to more structural public funding and a more balanced funding distribution.

By 2025, we expect DUO for a JOB to be in a consolidating phase of its scaling. A growth of all existing branches is expected. The objective for the period 2024-2025 is to create almost 8,000 duos in Europe (2024: 3405 duos - 2025: 4350 duos).

## Measuring the Impact of Scaling

We have developed a strong method that allows us to measure the impact of our mentoring programme. A series of mechanisms have been implemented to collect information about our target groups - quantitative indicators (number of mentors / mentees / duos, number of training sessions given, positive solutions for mentees, etc.) and qualitative indicators (discoveries, learning, exchanges, etc.). This data is compiled and encoded in a tailor-made CRM software and allows us to monitor the progress of our results, set future objectives, and assess the quality and impact of our programme at local, national, and international level.

## Challenges/Risks and Mitigation

Challenges encountered during the planning of our scaling and that we are still encountering today as “structural” challenges for our organisation:

**Table 9: Challenges/Risks and Mitigation**

Challenges/Risks	Mitigation
Loss of coherence at different levels (operations; communication; advocacy; HR policy) due to geographical spreading and increase of the staff.	Centralise several services: HR, advocacy & communication, financial management. Develop common digital tools for operational purposes to ensure monitoring at organisation’s level.
Loss of efficiency and transparency from the decision-making organs (governance) in the context of a growing structure.	Adapt decision making organs to fit in a growing international organisation.
Losing financial sustainability due to fast-growing financial needs.	Reinforce the fundraising department in terms of workforce (employees and volunteers). Keep up with the strategy of diversification of our funding sources & focus on structural public partnerships.
Losing time and energy on our scaling project due to recruitment challenges.	Build up local networks to find the talents we are looking for more easily.

## 3: Long Live the Elderly!

ICT solutions for increasing the independent and safe life of older adults with physical impairment are powerful tools that need to be embedded in a services matrix to exploit their contribution. At the same time the potential of an ICT network to empower people for improving their social environment with the aim of counteracting social isolation and making people protagonists of their own care processes is still to be explored and implemented.

We propose to implement a Community-based pro-Active Monitoring Program (CAMP) called “Long Live the Elderly!” (LLE), targeting people aged >80. The program is based on a pro-active phone monitoring, customized on the assessment of bio-psycho-social frailty, and followed by the implementation of Individualized Care Plans (ICPs). Through the ICP we aim to integrate health and social care at community level<sup>15</sup>.

### Lead organisation

Vereniging voor Solidariteit, Belgium

### Other organisations in the consortium

- Fundacja Sant’Egidio, Poland
- Community of S.Egidio-ACAP, Italy
- Biomedicine and Prevention Dept -University of Rome “Tor Vergata”, Italy
- Komunita S. Egidio, Czech Republic
- Charles University, Faculty of Philosophy, Czech Republic
- Dedalus Italia s.p.a., Italy
- Gemeinschaft Sant’Egidio e.V., Germany

### Primary social challenges that the innovation seeks to address

Ageing, Employment and Job Creation, Community Development

### Evidence

Evidence for this innovation derives from well-designed controlled trials without randomisation (quasi-experimental, Level III); from well-designed case control and cohort studies (Level IV); and from the opinion of authorities and/or reports of expert committees (Level VII) (See [Appendix 2](#)).

In Italy, the LLE program halved the mortality rates registered during a heat wave<sup>16</sup>. The reduction of mortality was also observed during the COVID-19 emergency in LLE clients in the cities of Genoa and Rome<sup>17</sup>. In these two papers the role of social connectedness promoted by the LLE program has been associated with mortality reduction.

<sup>15</sup> European Commission. TOOLS AND METHODOLOGIES TO ASSESS INTEGRATED CARE IN EUROPE. Report by the Expert Group on Health Systems Performance Assessment. Electronic version: ISBN 978-92-79-66678-0 doi:10.2875/69305 Catalogue number: EW-01-18-187-ENN, pg. iii; pg. 1.

<sup>16</sup> Liotta, G. et al. Social Interventions to Prevent Heat-Related Mortality in the Older Adult in Rome, Italy: A Quasi-Experimental Study. *Int. J. Environ. Res. Public Health* 2018, 15, E715.

<sup>17</sup> Palombi L, Liotta G, Emberti Gialloreti L, Marazzi MC. Does the COVID-19 pandemic call for a new model of elderly care? *Frontiers in Public Health* 8, 311 [www.frontiersin.org/article/10.3389/fpubh.2020.00311](http://www.frontiersin.org/article/10.3389/fpubh.2020.00311)

A study, comparing a randomized sample of the LLE program, and a similar population enrolled in the longitudinal study on frailty carried out by the Biomedicine and Prevention Department of the University of Rome “Tor Vergata” showed a reduction in hospital admissions by 10%<sup>18</sup>. Moreover, the LLE program clients did not re-enter the hospital after the first discharge within the first year of follow-up, but that was not the case for the control sample. A nested case-control study (Level IV) showed that the integration of LLE with the community nurses can further reduce one-year hospitalization of people aged >75 close to 30% (from 15.4% to 10.8%)<sup>19</sup>.

Two reports on the activities of the European Innovation Partnership on Active and Healthy Ageing (EIPonAHA) - A3 Action group included the LLE program among the good practices that achieved results on the field in mitigating the impact of bio-psycho-social frailty on the citizens' quality of life<sup>20 21 22</sup>.

## Cost effectiveness

The most critical expected effect from an economic point of view is the reduction in emergency room attendances and hospital admissions, the cost of which is very high. A 2015 analysis carried out in Rome, shows, on a sample of approximately 1,400 seniors, a net savings in the range of 5-13% of the annual cost for acute and long-term care.

## Where the scaling plan(s) are to be implemented

Italy: It has been running for 17 years, in nine Italian cities (Rome, Novara, Genoa, Civitavecchia, Naples, Brindisi, Sassari, Padua, and Parma, two of which started this year).

Belgium: Antwerp City, Merksem Urban Area initially, with Hoboken and Wilrijk to follow.

Czech Republic: Prague City, Prague 7 Urban Area.

## Reasons the geographical areas were chosen for scaling

In Belgium, there have been few initiatives to put the recent policy choices of the Flemish government to promote and support community care into practice in the Merksem area.

Prague 7 Urban Area has a higher number of elderly living on their own in comparison to that of Prague city.

The Sant'Egidio Community is already established in Prague and Merksem helping homeless people and providing services for the elderly both in community and nursing home settings. All these activities together already form a small but strong and attractive social fabric that the LLE Program wants to build on and expand.

## Level of implementation of the innovation anticipated

Antwerp: Partial adoption by regional/municipal social services (Level II, see [Appendix 3](#))

Prague: Pilots external to mainstream social services (Level IV, see [Appendix 3](#))

## Relevance of this Social Innovation

The care for older adults is an increasing problem at EU level, and the COVID-19 pandemic further

increased this urgency showing the devastating impact of poor community care, when you need people to stay at home. Similar consideration is needed for the increase in the frequency of heat waves in southern Europe or floods in Central Northern Europe.

The overarching issue to be addressed is the fragmentation of society, the main reason for the increase of social isolation and social exclusion, major risk factors for negative events affecting the older population. The fragmentation of society is expressed by the weakening of social ties and the lack of integration of care services addressing the need for care of people with disability or at risk of functional decline because of their frail or pre-frail status.

An increasing percentage (9.2%) of EU citizens over 75 years claim they have nobody with whom they can discuss personal matters. This peaks at 14.2% and 12.3% in Italy and Belgium respectively<sup>23</sup>. Another indicator is the increasing number of households where people are living alone, which in Prague 7 is 36.7%, higher than the Prague average (CSU, 2015). Czechia has seen a decline in the average number of people per household (approximately 10%) in the last decade together with Ireland, France, and Italy<sup>24</sup>.

There is also a high prevalence of people living longer with disabilities. In 2014 about 50% of European older adults reported difficulties in

performing the Activities of Daily Living (ADL) with a peak of 67.5% in Czechia (highest in EU) and 57.4% in Poland<sup>25</sup>.

A survey in Belgium, commissioned by the King Baudouin Foundation in 2017<sup>26</sup> and again in 2020<sup>27</sup> confirms the above findings and stresses the importance of social contact to better cope with old age. Almost 70% of 60-75 year olds would be willing to get involved in a neighbourhood network, but only 10% know of one, concluding, that the risk of problems in old age is indeed reduced if people maintain a social network and prepare for old age.

In Belgium and Czechia, access to care and support is more difficult, especially for people with limited health literacy<sup>28 29 30 31</sup>.

Work was undertaken to establish that this innovation is also relevant in partnering countries of Germany and Poland<sup>32 33</sup>.

Institutionalization is not an answer to the need for care of older adults because it is expensive, offers a questionable and variable quality of life and increased risk of death, as happened during the COVID-19 crisis. In Flanders and Italy, about 20% of Long-Term Care Facility (LTFC) residents are independent elderly or elderly with low care-dependency<sup>34</sup>.

18 G Liotta, et al Impact of social care on Hospital Admissions in a sample of community-dwelling older adults: Results of a quasi-experimental study. *Ann. Ig* 30, 378-386

19 E. Terracciano et al. The effect of community nurse on mortality and hospitalization in a group of over-75 older adults: a nested case-control study. *Ann Ig* 2021 Sept-Oct; 33(5): 487-498. doi:10.7416/ai.2020.2398.

20 Liotta G, Ussai S, Illario M, et al. Frailty as the Future Core Business of Public Health: Report of the Activities of the A3 Action Group of the European Innovation Partnership on Active and Healthy Ageing (EIP on AHA). *Int J Environ Res Public Health*. 2018;15(12):2843. Published 2018 Dec 13. doi:10.3390/ijerph15122843

21 Cano A, Dargent G, Carriazo A, et al. Tackling frailty and functional decline: Background of the action group A3 of the European innovation partnership for active and healthy ageing. *Maturitas*. 2018; 115:69-73. doi: 10.1016/j.maturitas.2018.06.009

22 Marazzi, M., Inzerilli, M., Madaro, O., Palombi, L., Scarcella, P., Orlando, S., Maurici, M. and Liotta, G. (2015) Impact of the Community-Based Active Monitoring Program on the Long-Term Care Services Use and In-Patient Admissions of the Over-74 Population. *Advances in Aging Research*, 4, 187-194. doi: 10.4236/aar.2015.46020.

23 EUROSTAT, statistics explained. People who do not have someone to ask for help and people who do not have someone to discuss personal matters with, by age, 2015 (% share). [https://ec.europa.eu/eurostat/statistics-explained/index.php?title=File:People\\_who\\_do\\_not\\_have\\_someone\\_to\\_ask\\_for\\_help\\_and\\_people\\_who\\_do\\_not\\_have\\_someone\\_to\\_discuss\\_personal\\_matters\\_with\\_by\\_age\\_2015\\_\(%25\\_share\)\\_QOL18.png&oldid=399700](https://ec.europa.eu/eurostat/statistics-explained/index.php?title=File:People_who_do_not_have_someone_to_ask_for_help_and_people_who_do_not_have_someone_to_discuss_personal_matters_with_by_age_2015_(%25_share)_QOL18.png&oldid=399700), accessed on 26.08.2021

24 EUROSTAT, statistics explained. Average household size - EU-SILC survey. <https://appsso.eurostat.ec.europa.eu/nui/submit-ViewTableAction.do> accessed on 26.08.2021

25 EUROSTAT, statistics explained. Disability statistics - elderly needs for help or assistance [https://ec.europa.eu/eurostat/statistics-explained/index.php?title=Disability\\_statistics\\_-\\_elderly\\_needs\\_for\\_help\\_or\\_assistance](https://ec.europa.eu/eurostat/statistics-explained/index.php?title=Disability_statistics_-_elderly_needs_for_help_or_assistance). accessed on 26.08.2021

26 Koning Boudewijnstichting. (2017, 25 september)

27 Busschaert, S., Minnebo, J., Indiville, & Samyn, W. (2020)

28 ISTAT. I PRESIDI RESIDENZIALI SOCIO-ASSISTENZIALI E SOCIO-SANITARI. Presidi residenziali socio-assistenziali e socio-sanitari - Anno 2015 (istat.it) accessed on 21.09.2021

29 Fret, B., De Donder, L., Lambotte, D., Dury, S., Van der Elst, M., De Witte, N., Switsers, L., Hoens, S., Van Regenmortel, S., & Verté, D. (2019)

30 "Long Live the Elderly!". Context Report Belgium - Annex 1

31 K Samalova, H Janechova. Implementation of the Long Live The Elderly! in the territory of Prague 7 – Annex 3

32 GUS- Quality of life of elderly people in Poland p. 77

33 EUROSTAT, statistics explained Average household size, 2008 and 2018 (average number of persons in private households). [https://ec.europa.eu/eurostat/statisticsexplained/index.php?title=File:Average\\_household\\_size\\_2008\\_and\\_2018\\_\(average\\_number\\_of\\_persons\\_in\\_private\\_households\)\\_new.png](https://ec.europa.eu/eurostat/statisticsexplained/index.php?title=File:Average_household_size_2008_and_2018_(average_number_of_persons_in_private_households)_new.png) accessed on 26.08.2021

34 Rusthuisbarometer: Analyse bewonersfacturen in woonzorgcentra (2017)

## Anticipated measurable outcomes

In Italy, the program has been implemented for 17 years up to now. It is currently run in nine Italian cities two of which started this year, with approximately 20,000 beneficiaries.

In Antwerp, we expect in the first year to have available a full-time coordinator and five half-time employees, who will take start with putting the database for the project into operation and start the collaboration with local welfare and care actors.

In the second year, we aim to work with 1,800 individuals resulting in approximately 3,960 telephone contacts. From the evidence generated by the phone calls and the assessment of frailty, Individual Care Plans will be drafted. In addition to this, all the elderly in the areas involved (approximately 6,300) will be reached by public and awareness-raising activities aimed at creating or strengthening social networks. A phone number will be available for all the beneficiaries to be reached in case of need from Mon-Fri, from 9.00am to 16.00pm.

In Prague, the approach will be the same as Antwerp, but the program in Prague will be a pilot one involving 100-300 beneficiaries according to the available funds.

## Scaling Methods

This innovation is being scaled with public sector and philanthropic support.

**Italy:** The ongoing program of 17 years had two new cities starting this year.

**Antwerp:** October 2021 was agreed as the starting date and is supported by the municipality of Antwerp.

**Prague:** With the assurance of the municipality, the Community of Sant'Egidio is ready to implement the various phases of the program, and discussions should result in funding. As negotiated under the ESCF, it is likely the program will start as a pilot early next year. Discussions are ongoing with other non-for-profit organizations to involve them in the program implementation.

Further collaboration and discussion is ongoing with the Community of Sant'Egidio to promote awareness and scaling of the program in Germany and Poland.

## Key partners and their roles

**Belgium:** The district of Merksem is in favour of the implementation of the LLE Program:

- The city of Antwerp will provide financial and programmatic support.
- The public entity 'Primary Care Zone' in Antwerp North will support with networking as they coordinate health and social services.
- Sant'Egidio are already established in Merksem and will continue to offer support.

In Hoboken, discussions are ongoing with local partners, Sant'Egidio included, to concretise a collaboration for LLE.

In Wilrijk, the decision to start the programme is recent and the work to find partners in this area is in a start-up phase.

**Czech Republic:** In Prague, the district of Prague 7 will support both the funding, collaboration and awareness raising of the LLE Program. Sant'Edigio will run the program in Prague 7. Other partners include Život 90 - one of the main NGOs working with elderly at home.

## Involving end beneficiaries/ service users

As well as participating in the program, service users and/or end beneficiaries are invited to become supporters, developing specific parts of the program which they in turn can provide to beneficiaries. Those who want to become supporters will receive a week-long training course dedicated to knowing the program deeply and to become volunteers helping the other peers. They will also receive ongoing support from program operators.

## Costs of scaling the innovation envisaged

Based on implementation of LLE in Rome, we estimate that the program for 1,000 elderly people will cost around €100,000 per year, which is less than €0.28 per person per day.

## Funders

The City of Antwerp has committed €150,000 in an agreement that runs from 1 October 2021 to 31 December 2022, with a possibility of a subsidy for a second year. An application has been submitted for a 'Caring Neighbourhoods' project subsidy to the Flemish Ministry of Welfare, with a potential subsidy of €50,000 in two consecutive years. Vereniging voor Solidariteit (VVS) is also preparing to submit the LLE Program in response to a call of the Minister of Welfare, Public Health, the Family and Poverty Reduction who wants to support Community Care Projects.

For Prague, the main funder will be Prague 7, on condition of support by European funding. Some philanthropic activities will be enacted as well.

## Sustaining and further scaling of the innovation

It is planned to gradually enlarge the number of elderly people involved (with an increase in the resources available and a more efficient use of them) until reaching the entire population of the neighbourhoods included, with the full program.

## Measuring the Impact of Scaling

The intervention aims to reduce social isolation and prevent/lower functional decline by reducing frailty in the sub-population of over 80. Suggested tools to use include the UCLA Loneliness scale<sup>35</sup> and the Short Functional Geriatric Questionnaire<sup>36</sup>.

Secondary outcomes such as quality of life of beneficiaries could be measured with EuroQoL-5D survey<sup>37</sup>. Measuring an increase of efficiency (cost-effectiveness) of delivery of socio-health services to older population could look at the rate of hospitalisation; average length of hospitalisation; and access to emergency unit.

A final health outcome measurable, is the average mortality rate in the older population. Reduction of mortality is difficult to achieve in the >80 population, so only in cases of environmental crisis - heat wave, cold wave, flood, pandemics, etc., when a sharp increase in mortality could be mitigated by timely interventions targeting the frailest individuals.

## Challenges/Risks and Mitigation

Table 10: Challenges/Risks and Mitigation

Challenge/Risk	Mitigation
Medium-long term funding	Collaboration with potential funders Fundraising campaigns, targeting public and private bodies
Awareness raising – professionals and beneficiaries GDPR	Communication plan using a broad range of channels
System change - from institutional care to community care	Evidence of effectiveness of program Continued collaboration with relevant bodies
Replication of program on a large scale	A series of materials for training has been developed Program implementers are available to train and support people in implementing this approach

35 Russell D, Peplau LA, Cutrona CE. The revised UCLA Loneliness Scale: concurrent and discriminant validity evidence. *J Pers Soc Psychol.* 1980 Sep;39(3):472-80. doi: 10.1037//0022-3514.39.3.472. PMID: 7431205.

36 A Capanna et al, *Advances in Aging Research*, Vol.7 No.3, 2018

37 <https://euroqol.org/eq-5d-instruments/>

# 4: Scaling up case management as an alternative to immigration detention in Europe

This two-year plan aims to reduce immigration detention by scaling up community-based solutions and case management-based Alternatives To Detention (ATD) for people in or at risk of detention, with a specific focus on increasing implementing actors at local and national levels. This includes expanding geographically to reach more cities and countries, promoting strategic partnerships with different actors, and increasing the number of beneficiaries of case management.

Crucially, implementation will also be combined with network building and strategic advocacy at regional and national level, to effectively influence those who have the power to make decisions and create a conducive environment, putting in place case management-based ATD. This will advance the work of the [European ATD Network](#) (EATDN) model whose aim is to reduce, and ultimately end, detention.

Full scaling plan can be accessed on the website [atdnetwork.org](http://atdnetwork.org)

## Lead organisation

Platform for International Cooperation on Undocumented Migrants (PICUM), Belgium

38 [Clark et al, 2018](#); [IDC, 2015](#); [Ohtani, 2018, 2020](#)

39 [Ohtani, 2020](#)

## Other organisations in the consortium

International Detention Coalition (IDC), Australia

## Primary social challenges that the innovation seeks to address

Migration

## Evidence

Evidence for this innovation derives from systematic reviews of descriptive and qualitative studies (Level V see [Appendix 2](#)).

A number of studies demonstrate that case management-based ATD programmes based on the IDC's Community Assessment and Placement (CAP) Model are a humane and effective way of ensuring that migrants and refugees remain engaged while having their status determined<sup>38</sup>. A study on the pilots in Bulgaria, Cyprus, and Greece<sup>39</sup> found that 86% of beneficiaries remained engaged with immigration procedures, with 25% achieving case resolution. Only 12% disengaged or absconded and 2% were forcibly removed.

The study also found that effective case management increased the ability of beneficiaries to contribute positively to the resolution of their cases. Facilitating access to other services, such as accommodation, healthcare, and education, also contributed positively to beneficiaries' resilience. The study concluded that this approach was adaptable to different contexts and could be used in countries with very different migration trends and systems.

In Malaysia, an evaluation of a case management-based community placement ATD programme based on IDC's CAP Model, run by a Malaysian NGO for unaccompanied refugee children, found that it led to beneficiaries being and feeling safer, experiencing greater wellbeing, and having their status determined in a timelier way<sup>40</sup>.

A review of ATD programmes in Europe observed that building ATD programmes was complex and required sound knowledge of national reception and detention systems and the rationale behind authorities' use of detention<sup>41</sup>. ATD programmes should be non-custodial, respect human rights, and be subject to scrutiny to ensure that they do not become alternative forms of detention.

## Cost effectiveness

It is estimated that the lifetime health costs of long-term detention is AUD \$25,000 (€15,360) per person<sup>42</sup>. The estimated cost of detention per person per day in Austria is €120, in Belgium €180 (without the costs of infrastructure, removal and lawyers), and in the UK €164. The [average cost](#) per deportee can range from around €3,000 to €75,000 per person.

However, numerous studies on ATD indicate savings from 53% to 90% the equivalent of costing €3.34 - €7.30 per person per day<sup>43</sup>. In addition, states can [benefit financially](#) from exploring and implementing regularisation pathways for migrants.

## Where the scaling plan(s) are to be implemented

EATDN pilots are currently being implemented in seven European countries - Belgium, Bulgaria, Cyprus, Greece, Italy, Poland, with a longer-term ATD project underway in the UK.

In some of these countries, pilot implementers are engaging strategically with several cities and local authorities. In the context of this scaling

40 [Clark et al, 2018](#)

41 [De Bruycker et al, 2015](#)

42 [Ward, 2011](#)

43 [Ward, 2011](#); [De Brucker et al 2015](#); Edwards, A. (2011), 'Back to Basics: The Right to Liberty and Security of Person and Alternatives to Detention', Geneva: United Nations High Commissioner for Refugees; [Clark et al 2018](#); [Ohtani, 2020](#).

plan, our ambition is to strategically partner with at least two additional cities to implement case management-based approaches, and to have established a pilot in at least one other country. Discussions are ongoing with authorities in Italy and Belgium to expand ATD to other cities.

Expansion to an additional country is likely to target a first country of asylum/reception, such as Spain and the countries on the Balkan migration route. Consultations have been carried out with actors in these locations to establish relationships and to begin exploring the possibility of setting up a pilot.

## Reasons the geographical areas were chosen for scaling

The geographical areas for implementation have been selected because of the favourable civil society environment and possibilities to work strategically with other stakeholders, including decision makers. A key enabling element was the existence of organisations with sufficient capacity and resources to carry out pilots, combined with advocacy experience. Moreover, the relatively diverse contexts allowed the EATDN to cover different situations in which case management could be applied, including in transit contexts (Bulgaria), countries of first arrival (Cyprus), and where the focus is on families (Poland). Belgium was selected because of its favourable political environment and the long-standing experience of local organisations providing case management-based services and carrying out advocacy against immigration detention, with a focus on children. Another key enabling element has been the availability of funding for these pilots.

The decision to include Greece and Italy was motivated by the political weight of these countries in the EU decision-making process on migration policy, and because – as countries with high numbers of arrivals – demonstrating the success of case management in these contexts

was thought to be very useful from an advocacy perspective. An important decision-making factor in the selection of countries and cities to expand to is the probability for success and impact.

## Level of implementation of the innovation anticipated

Inter-connected demonstration projects (Level III, see [Appendix 3](#))

## Relevance of this Social Innovation

Across Europe, there is pressure to increase the use of immigration detention as part of a push to accelerate return rates and deter irregular migration. While EU law states that detention should only be used as a measure of last resort and in very specific circumstances defined by law, European governments rarely conduct an individual assessment before detention. Where the term ATD is used by governments, it has generally been focused on 'traditional' or 'enforcement'-based approaches, which apply restrictions or conditions to control and keep track of migrants and asylum seekers. It fails to support people in working towards their case resolution and usually involves restrictions on freedom of movement.

Some detention practices have been repeatedly condemned by regional and international bodies, citing conditions across much of its detention estate as inhumane and degrading, while others systematically detain families with children, and require detainees to pay for their detention. The proposed Pact on Migration and Asylum would set up new forms of *de facto* detention, at borders, which would greatly limit access of non-governmental organisations (NGOs) and civil society organisations (CSOs) to offer support<sup>44</sup>. During the COVID-19 pandemic, detention orders were automatically renewed without hearings.

Although the current ATD pilots are making progress, at this point they remain too small to exert sufficient pressure to make structural changes at the level of governments. While the evidence has been presented at regional and

international fora, there is a continued need for evidence demonstrating the effectiveness and scalability of case management-based ATD, which this two-year scaling plan sets out to do.

## Anticipated measurable outcomes

The two-year plan aims to reduce detention by scaling up community-based solutions and case management-based ATD for people in or at risk of detention, with a specific focus on increasing implementing actors at local and national levels. This includes expanding geographically to reach more cities and countries, promoting strategic partnerships with different actors, and therefore increasing the number of beneficiaries of case management. This will advance the pilots towards being able to present case management as a convincing alternative to enforcement-based migration management both at national and regional levels, thus contributing to reducing, and ultimately ending, detention.

Specifically, the 4 objectives of the plan are:

1. Strengthening of networks among organisations working on case management-based ATD at local, national, regional, and international levels
2. Geographical expansion of case management-based pilots to more cities and countries and increase in strategic partnerships
3. Expansion beyond vulnerable groups (widening profiles of beneficiaries i.e., beyond families and those of risk for detention to also include those already in detention and migrants who are not identified as having specific vulnerabilities)
4. Increase in the number of people benefiting from case management-based pilots, by 10 to 20 percent

## Scaling Methods

To be able to scale the efforts of the EATDN, and to build on its achievements to date, advocacy,

network building, strengthened partnerships and the expertise of leaders with lived experience are at the forefront of our approach.

Using advocacy as a mechanism to end detention, requires political space to make it possible. However, given the differences in the political environments, advocacy strategies require a particular strategic approach and must be based on a deep understanding of key stakeholders and their local/national contexts. For example, in Greece, it is more strategic for pilots to focus on regional advocacy so that pressure comes from the EU and trickles down to the national government, as was the case in Cyprus. To do this, pilots need to increase the number of beneficiaries significantly, thus demonstrating their effectiveness.

Conversely, in other countries such as Belgium or Italy, advocacy at the national level might be a more effective tool because of the current socio-political context and the existing opportunities. Furthermore, because of the complex nature of the socio-political contexts, advocacy must address the political level, as well as the social level, simultaneously and strategically. It also needs to be dynamic and able to adapt to changing situations and different contexts.

The EATDN recognises the importance of building and maintaining partnerships with relevant local authorities, allied government institutions and key decision makers as an important element for upscaling the pilots.

## Key partners and their roles

Key partners that will support the scaling of the innovation comprise:

- European ATD Network members
- CSOs working on migration, child rights, women's rights, racial justice, service provision
- Grassroots organisations and people with lived experience of detention
- State-run services (social services, schools etc.)
- The Council of Europe
- Office for Democratic Institutions and Human Rights (ODIHR)

- UN Agencies
- Migration authorities in EATDN countries
- Other relevant government departments in EATDN countries, e.g., child protection
- Cities and municipal authorities
- Allies in the European Parliament and national parliaments
- National and regional policymakers (where relevant)
- Legal professionals

PICUM, IDC, and the EATDN will be responsible for the day-to-day management and implementation of the pilots, as well as technical capacity building, advocacy and strengthening partnerships. They will work closely with other CSOs and state-run services working on migration and providing services in areas related to the holistic approach to case management outlined within IDC's [CAP model](#).

The Council of Europe, ODIHR, and UN Agencies (notably UNHCR, IOM and UNICEF) are key allies to promote community-based solutions and act as a bridge to policymakers and government targets, as well as providing training and funding opportunities.

Equally, allies in the European Parliament have shown themselves to be champions of ATD and have ensured that case management-based approaches are reflected in regional legislation and frameworks.

## Involving end beneficiaries/ service users

The EATDN case management-based approach is specifically designed to ensure that people can engage with their migration cases, with one of the main aims being to provide them with the tools that they need to resolve their case temporarily or, ideally, permanently. It respects asylum seekers, refugees and migrants as rights holders who can be supported to empower themselves to work towards case resolution without the need for restrictions or deprivations of liberty or freedom of movement.

44 <https://www.infomigrants.net/en/post/30751/eu-the-new-pact-on-migration-and-asylum>

The involvement of service users in implementation has not been a focus of the network to date. However, the scaling plan puts migrant and refugee lived experience leadership front and centre, to ensure that they are involved at all stages of implementation, including design, monitoring, and evaluation. Consultations with experts by experience in the development of this plan allowed us to better understand how we can meaningfully and responsibly ensure such involvement given how central it is to the plan.

## Costs of scaling the innovation envisaged

The approach of tailored case management requires significant human resources, which translate to financial resources. Costs vary according to country contexts as well as the capacities and activities of implementing partners (see Table 10).

**Table 10: The current indicative costs of the pilots<sup>45</sup>.**

Belgium	€194/family per month
Bulgaria	€79/person per month
Cyprus	€63/person per month
Greece	€194/person per month
Italy	€88/person per month
Poland	€219/person per month <sup>46</sup>

Staff costs tend to make up the bulk of the project budgets. Assuming an annual caseload of 400, with a projected increase of 15% (which is the mid-point of our ambition) – the cost of increasing the scope of pilot implementation will be approximately €100,800 per year, in addition to maintaining current budgets.

Also, maintaining the EATDN (currently at around €95,000 per year) will need to be increased to allow for a scaling up of national and regional level advocacy, network building, and research capacities.

We will target national-level government funding and/or city/local/regional funds. An important opportunity for funding this scaling plan has been the adoption of the Asylum and Migration Fund (AMIF), which foresees the possibility for EU Member States to fund case management-based ATD programmes, as is the case in Belgium and Bulgaria.

Finally, we will explore the possibility of setting up consortium partnerships with actors on the ground including migrant-led organisations, as his happening in Italy. This has allowed for the pilot to combine case management with effective advocacy for systemic change.

## Funders

To date, the work of the EATDN pilot implementers has been largely funded by private foundations. Currently, all pilots are receiving funding from the European Programme for Integration and Migration (EPIM). The UK receives government funding, as well as receiving private funding. ATD are also eligible for higher co-financing (up to 90% of activities), which is an incentive for Member States to include such activities in their programmes. The European Social Fund + (ESF+) may also provide an opportunity to fund part of our plan, given its focus on impactful social innovation.

## Sustaining and further scaling of the innovation

Over the course of this two-year scaling plan, and beyond<sup>47</sup> – we aim to create momentum amongst local, regional, and national authorities and actors, to convince governments to defund and reduce the use of immigration detention and adopt case management-based ATD with the goal of ultimately ending detention. Eventually, we expect these authorities to invest in such approaches, as they have done in the Netherlands and the UK, and to integrate them into their migration

governance systems. We also expect new partnerships to be formed leading to investment in community solutions including case management ATD and more sustainable funding from European programmes, e.g., AMIF.

## Measuring the Impact of Scaling

A monitoring, evaluation and learning plan has been developed and details the outcomes, indicators, and the evaluation process. The findings from the evaluation should be examined through the lens of multiple stakeholders, including those with lived experience of detention.

A six-month internal reflection will focus on the following:

- Relevance of scaling plan
- Progress
- Necessary adaptations to scaling plan

Mid/end-term progress towards outcomes will be indicated through:

- Update of context analysis
- Midline/end line evaluation of indicators - quantitative and qualitative increase in the baseline values
- Relevance of objectives, outcomes, and activities
- Effectiveness
- Impact
- Agility of scaling plan - deviations and changes related to contextual shifts
- Lessons learned
- Recommendations

## Challenges/ Risk and Mitigation

**Table 11: Challenges/ Risk and Mitigation**

Type of risk	Strategies for mitigation
Lack of resources and capacity	Think creatively and explore sources of funding/resources/personnel/partnerships
Lack of interest or differences in opinion Lack of credibility	Showcase successful expansion in other contexts and increase evidence base to support arguments Gain support from local/national, credible experts
With a growing network there is a risk that definitions may change or get misinterpreted	Collectively set clear definitions and key concepts from the beginning, standardise systems Adapt to changes and review collective positions/assumptions regularly
Different priorities in each group's respective fields	Work together to show how one group's cause can directly benefit another's
Confusion over roles and responsibilities	Strengthen the network with clear leadership, roles and responsibilities
Campaign isn't received well Campaigning groups with different messages don't collaborate	Have various reputable and credible stakeholders as part of the campaign Ensure a solid communications strategy Ensure strong networking and collective approach
Push backs and negative/regressive changes in political context Scepticism and claims of bureaucracy	Use evidence to demonstrate effectiveness of ATD Adapt and respond to changing political context
Lack of buy in from pilots Lack of involvement of leaders with lived experience – reduced capacity	Co-production of scaling plan Capacity building of leaders

<sup>45</sup> Approximate figures based on total budgets and caseloads. Per person costs in fact refer to 'case' costs, which may include families.

<sup>46</sup> Figure adapted from E. Ohtani (2020) *Alternatives to detention: building a culture of cooperation Evaluation of two-year engagement-based alternative to immigration detention pilot projects in Bulgaria, Cyprus and Poland*, European Programme for Integration and Migration (EPIM).

<sup>47</sup> This plan is in line with the European ATD Network's longer-term [Theory of Change](#).

# 5: Scaling up Individual Placement and Support (IPS) approach for people with severe and enduring mental health illness to gain and sustain paid employment

Individual Placement and Support (IPS) is a supported employment approach, developed in the USA in the 1990s to improve employment outcomes for people with severe mental illnesses, such as schizophrenia, bipolar disorder, and psychotic disorders.

IPS relies on rapid engagement of the individual with employment and a “place then train” approach. It aims to support people to find paid, competitive work in a role and sector that fits their needs, skills, experience, and desires. IPS has now spread to at least 20 countries<sup>48</sup>, while 27 Randomised Controlled Trials across the world have proven it to be an effective intervention in a variety of settings and economic conditions<sup>49</sup>; it is more than twice as likely to lead to competitive employment when compared with traditional vocational rehabilitation<sup>50</sup>.

## Lead Organisation

Stichting Social Finance NL, Netherlands

## Other Organisations in the consortium

- Klink za Psihijatriju Vrapce (Croatia)
- Centre for Mental Health Care Development (Czech Republic)
- Copenhagen Research Centre for Mental Health – CORE (Denmark)
- Working First (France)
- Fundación Avedis Donabedian Para La Mejora De La Calidad Asistencial (FAD) (Spain)
- Social Finance UK

## Primary social challenges that the innovation seeks to address

Mental Health, Employment and Job Creation.

## Evidence

IPS is supported by evidence from a systematic review of relevant Randomised Control Trials (RCTs) (Level I, see [Appendix 2](#)).

IPS is an internationally tested model, frequently promoted both in the USA and in Europe. The first European trial of the effectiveness of IPS

was the EQOLISE study<sup>51</sup>. In this international six-Europe site randomised trial, IPS was superior to treatment as usual for the number of people entering the competitive market (55% vs. 26%), the number of days and hours worked, and the amount of money earned. It also found an 11-percentage point reduction in hospitalisation rates for people receiving IPS and a four-point reduction in time spent in hospital. Following on the Europe EQOLISE study in 2007, several countries started to implement and further evaluate IPS. It is now official policy in England, Netherlands, Norway, and emerging policy in some regions of Spain, Italy, Germany, Sweden, France, Belgium, Switzerland, and Ireland.

A narrative review of 12 systematic reviews and 17 randomised controlled trials, including 10 in Europe, found that IPS had consistently better employment outcomes than alternative vocational approaches, including more rapid entry into competitive employment, more hours and weeks worked, higher wages and the impact remained stable over a two-year period. Studies also suggest that employment clearly improves quality of life and income for people with psychiatric disabilities; clinical outcomes may also improve; and mental health treatment costs decrease over time.

Potentially another impact from delivery of IPS is in changing clinical and community perspectives on expectations and beliefs in a ‘life-long impairment’ associated with schizophrenia and related severe and enduring mental health disorders.

## Cost effectiveness

A cost-benefit study based on the six-country EQOLISE trial found that IPS was more cost-effective than alternative models<sup>52</sup>. Another study showed the social return on investment was higher for supported employment participants, whether calculated as the ratio of work earnings to vocational program costs or of work earnings to total vocational program and mental health treatment costs.<sup>53</sup>

In Denmark, in April 2020, an economic evaluation of IPS or IPSE vs Service as Usual (SAU) showed that both IPS and IPSE was less costly, and more effective than SAU. Overall, there was a statistically significant cost difference of €9,543 when comparing IPS with SAU and €7,288 when comparing IPSE with SAU.

## Where the scaling plan(s) are to be implemented

- Croatia (Zagreb)
- Czech Republic (Pardubice and Hradec Králové)
- Denmark (focuses on the creation of a cross-national organization assembled in the Danish IPS Learning Community)
- France (focus on national)
- Spain; (Seville, Madrid, Tenerife, Catalonia.)

## Reasons the geographical areas were chosen for scaling

As referenced above, IPS is currently being implemented in the Czech Republic, Denmark, France, and Spain. Each of these countries have strong community mental health services; support from local and national authorities; and strong service user support organisations.

In Croatia, the plan is to scale IPS starting with a small pilot in Zagreb, which is the location of our country partner and IPS expert, so makes sense to manage the pilot within this locality. Furthermore, there is a well-established government program for the employment of people with disabilities, regardless of the type of disability.

48 Becker, D. R., & Bond, G. R. (2020, January 30). Commentary on Special Issue on Individual Placement and Support (IPS) International, *Psychiatric Rehabilitation Journal*. Advance online publication, <http://dx.doi.org/10.1037/prj0000402>

49 [https://www.centreformentalhealth.org.uk/sites/default/files/the\\_evidence\\_for\\_ips.pdf](https://www.centreformentalhealth.org.uk/sites/default/files/the_evidence_for_ips.pdf)

50 Burns, Tom et al. “Individual Placement and Support in Europe: the EQOLISE trial.” *International Review of Psychiatry* (Abingdon, England) vol. 20,6 (2008): 498-502, <https://pubmed.ncbi.nlm.nih.gov/19085404/>

51 Burns et al., 2007

52 Supported employment: cost-effectiveness across six European sites. Knapp et al. *World psychiatry* 2013 Feb, 12 (1). pp. 60-68

53 Long-Term Effectiveness of Supported Employment: 5-Year Follow-Up of a Randomized Controlled Trial. Hoffmann et al, *Am J Psychiatry* 171:11, November 2014

## Level of implementation of the innovation anticipated

**Denmark:** Consistent Adoption by mainstream social services at national/federal level (Level I, see [Appendix 3](#))

**Czech Republic, Spain, and France:** Partial adoption by regional/municipal social services (Level II, see [Appendix 3](#))

**Croatia:** Pilots external to mainstream social services (Level IV, see [Appendix 3](#))

## Relevance of this Social Innovation

OECD data demonstrates that people with severe mental illness are more likely to be unemployed and the level of unemployment has been rising for several years in developed European countries. The issue is of particular concern in Eastern European countries. Not surprisingly, people with a severe and enduring mental health illness consistently report a desire to work and highlight that mental health services often don't have employment as a focus in their recovery journey.

Being productive is a basic human need. Working can be a way out of poverty. People with severe mental illness traditionally face much greater challenges gaining and maintaining employment because of stigmatising views in the workplace and society, educational disadvantage, and the impact of the chronic nature of the mental health symptoms. Traditional vocational rehabilitation

models typically involve extensive pre-placement training and support with a focus on preparation prior to any return to work. This often occurs in a sheltered workshop environment, which evidence suggests people never leave.

IPS is based on the concept that anyone can gain competitive employment provided the right job with appropriate support can be identified. The 8 core principles of the approach are well defined by the IPS Fidelity Scale with significant evidence suggesting that IPS is most successful when fidelity to the scale is high.

IPS is being delivered to varying degrees and levels of success, in four of the five country partners for this project: Czech Republic, Denmark, France, and Spain. A great deal of interest exists in Croatia and our country partner has undertaken training and research on the approach prior to the project. Unemployment of people with disabilities has been confirmed as a major concern for all five EU member states. Identifying an evidenced based supported employment approach such as IPS, to help improve this gap remains relevant.

## Anticipated measurable outcomes

Based on the challenges identified and the scope of the project, we found that 'scale' looks different across the two-year plans developed by the five countries, sometimes even varying region to region within a country (see Table 12).

**Table 12: The service size, geographical reach and expected outcomes of each two-year plan.**

Country	Service size (number of employment specialists (ES))	Geographical Reach	Expected number of service user engagements	Expected number of job starts
Croatia	2	Zagreb pilot	120	60
Czech Rep.	7 (3+4)	2 regions	810	567
Denmark	30	National (5 regions)	750	284
France	12+	6 towns/cities+	280	148
Spain	11	expand in 2 regions and add 2 new services	441	247
<b>TOTAL</b>	<b>72</b>	<b>n/a</b>	<b>2,401</b>	<b>1,306</b>

## Scaling Methods

Despite the challenges and differences in economic, cultural, and political contexts of each country, all five countries have developed scale-up plans that focus on overcoming these challenges and pulling on other strategic levers to progress towards widespread delivery and adoption of IPS, new funding and new public conversation.

These plans show three distinct routes to scaling IPS in Europe:

### Route A

**Running a small pilot service to start building the evidence base and challenge the status quo – Croatia**

The scale-up plan in Croatia focuses largely on challenging the status quo, pushing a new public conversation about mental health and employment, and building the national evidence base of IPS. This plan aims to put IPS 'on the map' as a recognised and effective model for supporting people with Severe Mental Illness (SMI) into work and for beginning to change the perspectives of professional, patients and the wider community. The team hopes that IPS services will grow in future psychiatric teams and within the government employment service. The expectation is that after the two years the two Employment Specialists (ES) will become permanent employees, with their salaries and training needs funded by government.

### Route B:

**Allocating government funding to expand services across the country to increase reach and build momentum – the Czech Republic and France**

In the Czech Republic and France, where IPS is already partially established, IPS will be scaled by adding new services in carefully selected regions.

Within this route, the focus is on promoting wider adoption of IPS services by establishing new institutions, reallocating funding, and improving quality of existing services.

In France, Working First now has two options for spreading the IPS model.

**Option 1:** Working First aims to develop IPS through a Social Impact Bond (SIB) launched by the Ministry of Labour. The sites were chosen primarily based on the presence of a Un Chez Soi d'Abord (Housing First) service that represents the leading edge of the mental health recovery approach in France and would house the IPS services. These Housing First services will be present in 30 French cities by 2023, implying a strong potential for scaling up IPS in the country.

**Option 2:** In France, the other option is to use Supported Employment Platforms recently launched by the State Secretariat for Disabled People to disseminate the IPS model. These platforms will aggregate various job coaching and supported employment services that are not contracted by the state and will be set up autonomously at the departmental level. Each of these 'hubs' will receive funding from central government and redistribute it among their partners.

### Route C:

**Establishing a nationwide learning community and support network to improve the quality of existing and future services and share best practice – Denmark and Spain**

In Denmark and Spain, the scale-up plans focus largely on establishing national support networks and learning communities<sup>54 55</sup> to support current and future IPS services. This route aims to support the widespread delivery of IPS and push a new public conversation by harnessing

54 D. R., & Bond, G. R. (2020, January 30). Commentary on Special Issue on Individual Placement and Support (IPS) International. *Psychiatric Rehabilitation Journal*. Advance online publication, <https://doi.org/doiLanding?doi=10.1037%2F-prj0000402>

55 Bond GR, Lockett H, van Weeghel J (2020). International growth of individual placement and support. *Epidemiology and Psychiatric Sciences* 29, e183, 1–3. <https://doi.org/10.1017/S2045796020000955>

collective effort, improving quality of services, and mobilising a shared voice.

In Denmark, the proposed Danish IPS Learning Community (DILC) will consist of implementation consultants in each of the five regions of Denmark, as well as permanently affiliated service user consultants, and will be supported by a team of IPS experts. The hope is that the establishment of a DILC will ensure sustainability of this expansion, and that after six to eight years 80% of all municipalities in Denmark will be delivering IPS.

In Spain, alongside trying to gain the funding to set up new IPS services in Andalusia and Madrid, and further developing existing services in Tenerife and Catalonia, the scale-up plan outlines a proposed IPS Spanish Network and Community of Practice. This network will be led by our country partner, FAD.

Additional funding from private foundations and/or European funds will be needed for this. The hope is that through this network, current IPS services and their outcomes will become more visible to participating regional governments and other interested regions. Following the two-year plan, the team at FAD plans to open the network up to other regions interested in starting IPS training.

## Key partners and their roles

Each of the five countries have multiple, engaged partners<sup>56</sup>. Our country partners for this project will play a significant role in the scale up in their respective countries. They will manage the project; guide and support mobilisation; oversee and deliver data management and technical support for the delivery of IPS in designated areas.

## Involving end beneficiaries/ service users

IPS is fundamentally a person-led approach and supports and honours the service users' vocational aspirations and decisions around level

of support and involvement by the IPS team. In any service that claims to be recovery-oriented, the voice of the users must be central, because it is a question of providing answers to the needs that they themselves have expressed to support them in their choices and preferences.

The IPS ethos promotes two other forms of service user coproduction/involvement in developing the plans to scale:

1. Fundamentally build into any IPS delivery models very clear roles and involvement of people with lived experience or peer support workers.
2. Build into the project planning process for this project, clear roles for people with lived experience.

Each of the five countries have service user organisations as key partners. We value the perspective of people with lived experience and would incorporate their involvement on steering committees in project planning, implementation (as peer workers), and evaluation/review.

## Costs of scaling the innovation envisaged

From the plans that have been developed by the country teams, we expect that a two-year scale-up of IPS across all five countries will cost approximately €7.6m.

Table 13 shows the total expected cost of scaling IPS in each country for two years – a combination of staff and non-staff costs, as well as the approximate amount that will be needed from government and other sources.

## Estimated Costs

Table 13: Total expected cost of scaling IPS in each country

Staffing and Costs	Croatia	Czech Rep.	Denmark	France	Spain
Total non-staff costs	€16,400	€90,061	€185,600	€576,666	
Total Staff costs	€132,250	€753,564	€1,394,900	€2,553,622	
<b>Total Prog. Costs</b>	<b>€148,650</b>	<b>€843,625</b>	<b>€1,580,500</b>	<b>€3,130,288</b>	<b>€1,868,997</b>
Amount funded local/national	€10,000	€270,000	€31,600	€0 (option 1) €240,000 (option 2)	€300,000
Amount needed from other sources, e.g., private, philanthropic, ESCF	€140,000	€570,000	€1,548,900	€3,210,000 (option 1) €2,980,000 (option 2)	€1,550,000

## Funders

### Croatia

The plan proposes that the national government covers some of the non-staff costs, such as training, recruitment, and hardware, but most of this total cost would need to be funded via private organisations and/or ESCF funding.

### Czech Republic

In the Czech Republic, two out of eight regional governments have agreed to cover most of the core staff costs, as well as some of the non-staff costs such as premises and hardware. Costs for training and wider quality assurance support would need to be covered by private organisations and/or ESCF funding.

### Denmark

Within the proposed plan, this cost is mainly to be covered by contributions from the Danish Regions, as well as potentially by funding from central government and/or private organisations and ESCF funding. Based on previous experiences of IPS in Denmark, job centres can and will relocate resources in the conventional Job Centre scheme to hire IPS Employment Specialists. However, there is a need for an implementation team that can convince the job centres and psychiatry to allocate these resources and conduct training and fidelity reviews.

We suggest different ways of funding the 2-year scale up, which are further described below:

- a. Dividing the costs and resources between the five municipalities, each funding their own implementation consultant and divides the expenses of the IPS-expert, the service user consultant, and the establishment of the DILC (€316,100).
- b. Funding is reached through earmarked funds on the Finance Act.
- c. Funding is reached, fully or partly from foundations.

### France

Ideally the scale up across multiple sites is funded from a mix of employment and health budgets.

### Spain

The aim would be for regional governments to fund part of the core staff costs, which make up the majority of the total cost, and for private foundations and/or ESCF funding to cover the rest of the core staff costs and for quality assurance.

<sup>56</sup> See pgs. 17-21 [https://0be543a6-7b72-4698-aeb6-6970e2970b7d.filesusr.com/ugd/ae603a\\_1c2722144e844cfaa84db-b1e036a6978.pdf](https://0be543a6-7b72-4698-aeb6-6970e2970b7d.filesusr.com/ugd/ae603a_1c2722144e844cfaa84db-b1e036a6978.pdf)

## Sustaining and further scaling of the innovation

Evidence suggests that scaling IPS takes a very long time, and the five countries working on this project are much nearer the beginning of this journey. We suggest three key principles need to be in place for scaling IPS:

1. Significant investment is needed at the beginning to build momentum – including investment in quality assurance
2. Reaching high numbers of people takes many years and
3. Scale starts slowly but then builds quickly

Each country has planned a relatively small scale initially to ensure quality expansion and building of quality evidence. New and/or changed funding is needed before widespread delivery and existing sectors will adopt new ways of working on a large scale. After two years of implementation, all countries will draw on the evidence of efficacy to source continued funding from local/national governments/other sources of funding and build on networks established to promote IPS.

All country partners will need to play a significant role in ensuring this quality expansion, by drawing on their own expertise and that of the wider European IPS learning Community. The hope is that after the two years, the regional governments will not only continue to fund the new IPS services but will also allocate their own resources to the wider training and quality assurance support needs.

## Measuring the Impact of Scaling

Given the differences and capacities amongst the five countries, each country has identified specific measures, relative to their context<sup>57</sup>. As the most important outcome from the scale up is helping people with severe and enduring mental illness into work, we can utilise the targets set in

the budget as a measure of impact. All services will track and monitor the level of service user engagement and job outcomes and sustainment at 13 weeks. This will provide clear evidence of impact.

Furthermore, given that IPS in many countries is relatively new, we have ensured that fidelity reviews at baseline and 12 months after operating are undertaken by experienced reviewers. This allows a clear measure of fidelity to the IPS approach and the higher the score, the greater the integration and impact the service can have on the broader recovery agenda within mental health treatment services.

Finally, all countries will survey service users on completion of service to gain feedback about their experience and satisfaction. Services will also undertake yearly focus groups to gather feedback, and this will all feed into their evaluation and service improvement plans.

## Challenges/Risks and Mitigation

Through researching, stakeholder engagement and analysis, each country team has enhanced their understanding of the current level of IPS in their country, how IPS might be embedded in the health, welfare, and labour systems, and what the key challenges are. We developed a more nuanced understanding of the specifics of the context in each country and what policy, funding, delivery, systemic and cultural barriers, and opportunities exist<sup>58</sup>. The main challenges fell broadly into the five categories detailed in table 14:

Table 14: Challenges/Risks and Mitigation

Challenges/Risks	Mitigation
<p><b>Integration:</b> In all countries other than the Czech Republic, a lack of integration between the mental health services and employment support services (including IPS) was identified</p>	<p>Ensuring that ES in new IPS services are integrated into clinical teams, and conducting fidelity reviews and training for existing services to encourage integration</p> <p>Work with the growing networks of other stakeholders such as user associations, professional networks, and NGOs</p>
<p><b>National policy:</b> IPS is only recommended in national policy in the Czech Republic and Spain and is not legislated in any of the five countries</p>	<p>Carefully tailoring each plan to the local and national economic, political, and cultural contexts</p> <p>Continuing to engage with regional and national governments, raising awareness and understanding of the IPS model through roundtables and lobbying</p> <p>Starting small and growing is likely to be more effective than a top-down approach of trying to influence central government</p>
<p><b>Stigma and low expectations:</b> Seen as a challenge in every country other than Denmark. Sheltered work is still very popular; treatment of mental health is conservative; focus remains on the train-then-place model; and significant stigma remains amongst clinicians, employers, and service users themselves.</p>	<p>Using evidence to demonstrate efficacy</p> <p>Conducting awareness raising and stigma combatting activities to increase understanding of mental health problems amongst professionals and the general population</p> <p>Publicising success stories from service users promotes hope and amplifies the service user voice</p> <p>Learnings show that getting emotional buy-in from stakeholders is critical, especially when funding is scarce. Our service user engagement approach will focus on this</p>
<p><b>Funding:</b> Is a challenge in all countries other than Denmark, although here there is still a challenge around getting funding for the necessary implementation support and training.</p>	<p>Continuing to explore different sources of funding</p> <p>Building on the growing awareness of the importance of good mental health, especially in the light of the COVID-19 pandemic, has brought alongside data on the need for and impact of IPS services to promote IPS among possible funders</p>
<p><b>Lack of necessary infrastructure:</b> Especially in relation to monitoring (fidelity) and evaluation. There is either/or lack of culture and lack of funding.</p>	<p>Building resources for training and quality assurance support into any new IPS plan, and strengthening connections with the international IPS community</p> <p>Integrating ES into clinical teams, and conducting fidelity reviews and training for existing services to encourage integration</p>

57 See pgs. 40-44 [https://0be543a6-7b72-4698-aeb6-6970e2970b7d.filesusr.com/ugd/ae603a\\_1c2722144e844cfaa84db-b1e036a6978.pdf](https://0be543a6-7b72-4698-aeb6-6970e2970b7d.filesusr.com/ugd/ae603a_1c2722144e844cfaa84db-b1e036a6978.pdf)

58 See pgs. 44-51 [https://0be543a6-7b72-4698-aeb6-6970e2970b7d.filesusr.com/ugd/ae603a\\_1c2722144e844cfaa84db-b1e036a6978.pdf](https://0be543a6-7b72-4698-aeb6-6970e2970b7d.filesusr.com/ugd/ae603a_1c2722144e844cfaa84db-b1e036a6978.pdf)

# 6: SUITE – Scaling Up Innovation Together for Energy Vulnerability

SUITE has designed five different strategies to scale up a proven social innovation tested within a H2020 funded project (the ASSIST model<sup>59</sup>) aimed at reducing energy poverty (EP) through social operators.

To do so, five scaling plans have been designed, taking into consideration 1) the previous experience from the implementation of ASSIST, 2) information from local stakeholders from each pilot site, and 3) research on existing initiatives around Europe. The ASSIST methodology consists of training operators to create a strong and multisectoral network of HEAs (Household Energy Advisors) to take action by providing energy advice to people under situations of energy poverty and/or vulnerability.

Full scaling plan can be accessed on the [Ecoserveis website](#)

## Lead Organisation

Ecoserveis, Spain

## Other Organisations in the consortium

- Aisfor, Italy
- Climate Alliance, Germany
- Energy Efficient Cluster of Catalonia, Spain

## Primary social challenges that the innovation seeks to address

Poverty and Marginalisation, Inequalities, Training and Skills

## Evidence

Evidence for this innovation has been obtained from at least one well-designed Randomised Control Trials (RCT) (Level II, see [Appendix 2](#)).

The ASSIST project has been implemented in six EU Member States (Belgium, Finland, Italy, Spain, UK, and Poland), reaching more than 30,000 vulnerable consumers in Europe. The impact assessment of the initiative was evaluated through a Randomized Control Trial method through an ex-ante and ex-post questionnaire to vulnerable people in the six countries. Both technical and social aspects were assessed, such as the energy consumption as well as the comfort level and the vulnerability level.

For the six countries, ASSIST achieved an average Energy Savings Indicator (ESI) of 4.1 % and a Vulnerability Empowerment Factor (VEF) of 1.25 %, while the energy savings achieved have been estimated at an average of 5 %. Within SUITE, the main evidence of the effectiveness of the model is the scaling plan of ASSIST and the main [results obtained](#) within the project itself.

Additionally, the ASSIST model has obtained international recognition with the inclusion of the ASSIST project in their recommendations and cited as examples of best practice<sup>60</sup>.

## Cost effectiveness

It has been proven that energy poverty has numerous negative consequences with high costs for society, the most known is that a poorly heated house leads to health problems which are very costly. Another cost related to energy poverty is directly linked to the unpaid energy bills which leads to energy cuts and/or legal disputes indirectly leading to an increase in energy price for all society. Furthermore, in some cases social services intervene to cover unpaid energy bills of vulnerable consumers. For example, Barcelona municipality spent more than €600,000 in 2015 on energy bills of social service users to avoid energy cuts. This approach is not sustainable or even manageable by many countries.

## Where the scaling plan(s) are to be implemented

- Hungary (Gyor-Moson-Sopron County)
- Italy
- Spain (Barcelona Region)
- Poland (Malopolska Region)
- Romania (Cluj-Napoca municipality)

## Reasons the geographical areas were chosen for scaling

The ASSIST project had been carried out, either regionally or nationally in Italy, Spain, and Poland. Therefore, building on the established networks and buy-in will support scaling of the innovation.

Hungary has strong collaboration ties with Climate Alliance Hungary, who are embedded in the regional network of municipalities and NGOs. Another important reason is the existing need for a model that tackles energy poverty in the area.

In the Cluj-Napoca region of Romania, there are households with low incomes, located in inefficient multifamily building blocks who display consumption patterns that are unsustainable and

lead to high energy costs; and at the outskirts of the city there is an entire community that lives in informality and disconnected to the grid. In addition, people living in Cluj-Napoca tend to trust the local public authorities more than they trust the national authorities.

## Level of implementation of the innovation anticipated

**Hungary:** Initially, a pilot, external to mainstream social services is planned to be established (Level IV, see [Appendix 3](#)) and then it is envisaged that there will be partial adoption by regional/municipal social services (Level II, see [Appendix 3](#))

**Italy:** Partial adoption by regional/municipal social services (Level II, see [Appendix 3](#)) and interconnected demonstration projects (Level III, see [Appendix 3](#)) is anticipated

**Spain and Poland:** Partial adoption by regional/municipal social services is planned (Level II, see [Appendix 3](#))

**Romania:** Initially, partial adoption by regional/municipal social services (Level 2 see [Appendix 2](#)) is anticipated followed by consistent adoption by mainstream social services at national/federal level (Level I, see [Appendix 3](#))

## Relevance of this Social Innovation

Energy poverty is a new social priority in Europe and the innovation has emphasized the need of tackling it following the subsidiarity principle<sup>61</sup>. Assisting vulnerable people to identify and manage situations of energy precarity has proven effective in eradicating the problem.

During the implementation of the project a series of interviews and a focus group have been carried out, on the one hand to better draft each of the scaling plans, taking into consideration the real context of each country/region. On the other hand, with European stakeholders representing similar

59 <http://www.assist2gether.eu/eu-home>

60 [Commission Recommendation \(EU\) 2019/786, dated 8 May 2019, on the renovation of buildings](#), setting out the guidelines that Member States must follow to ensure a precise transposition of the requirements of [Directive \(EU\) 2018/844, dated 30 May 2018](#), amending Directive 2010/31/EU on the energy performance of buildings (EPBD) and Directive 2012/27/EU on energy efficiency (EED)

The [Conference on Energy poverty at the crossroads of the European Pillar of Social Rights and the European Green Deal](#)

61 Under the principle of subsidiarity, in areas which do not fall within its exclusive competence, the Union shall act only if and in so far as the objectives of the proposed action cannot be sufficiently achieved by the Member States, either at central level or at regional and local level, but can rather, by reason of the scale or effects of the proposed action, be better achieved at Union level. [http://publications.europa.eu/resource/cellar/c404f9ba-4b2f-403c-8517-f911d61cbbd7.0005.01/DOC\\_1](http://publications.europa.eu/resource/cellar/c404f9ba-4b2f-403c-8517-f911d61cbbd7.0005.01/DOC_1)

initiatives to fight energy poverty, to both present the project and to gather interest on the creation of the European network of energy agents following the ASSIST methodology. Most of the participants showed interest in the model and as it will be scaled in five other countries, undoubtedly represents a point of strength.

### In Central and Eastern European Countries (CEES):

In Poland, most of the activities for combating energy poverty are implemented by charities using a bottom-up approach. The ASSIST project tested the implementation of the model by the Małopolska Region and granted it a success.

Romania and Hungary both intend to use a bottom-up approach, and given the success of this approach, it has a high probability of having positive outcomes.

### Anticipated measurable outcomes

The main objective of implementing ASSIST is adapting training materials and launching the training through an established network of organisations to train social advisors to support people suffering, or at risk of suffering, from energy poverty situations.

**Table 15: The number of advisors needed and the anticipated number of vulnerable users.**

Country	Number of Advisors (drawn from a variety of sectors, NGO, and public sector)	Number of vulnerable users
Hungary	50 (2/3 per county for 19 counties)	10/15 per advisor = 500-750 people
Italy	75-100	10/20 per advisor = 750-2000 people
Spain	100	14 per advisor = 1400 people
Poland	75	20 per advisor = 3000 people
Romania	30	10 per advisor = 600 people

## Scaling Methods

All developed scaling plans take into consideration the current situation on each of the chosen geographic areas. Below, is a summary of each country's scaling plan.

### Hungary

- Plan to initially start with a regional pilot and then scale nationally
- Collaborate with organizations already working in the social and civil society sectors that share interest in energy poverty and energy efficiency to form a network
- This network will work providing training to social operators, who will later provide assessment to vulnerable people
- As the social operators work within a variety of organisations, they will also help people to access other existing services and support programs

### Italy

- Plan to eventually scale at a national level
- Scalability is conceived as a two-leg system designed to work either independently or in synergy:
  - ASSIST model for Public Administrations (ASSIST-PA) such as municipalities
    - Increase knowledge and capacity to draft and implement effective measures within their Sustainable Energy and Climate Action Plan (SECAPs). Involving public institutions and research bodies will be strategic to achieve the integration of ASSIST's model in the SECAPs
    - Creation of a virtual hub which will offer training, working resources and technical support for the design of the SECAPs
    - The hub will create a website with open information and resources and a reserved area for members (at an early design phase and will

follow the structure of the Energy Poverty Advisory Hub – EPAH<sup>62</sup>)

- All services are paid for by the municipalities
- ASSIST – Household Energy Advisor (HEA) Network (ASSIST-TED)<sup>63</sup>
  - Create a wide network unifying all interested actors and operators
  - The open network will provide training material, useful information as well as organise working groups, exchange opportunities and networking events
  - Create a website to keep track of the activities, initiatives, and actions (Using the Rescoop website <https://www.rescoop.eu/> as an example)
  - Funding of the ASSIST-TED network would be mainly through private sponsorship, within their CSR policies. Further collaboration with other actors is also being sought

### Spain - Barcelona Region

- Plan to scale at a regional level
- Aim to create an energy advice and support office for people using home care and telecare services
- Provide high quality training and ongoing support to operators
- Create a platform for onward referral of cases to other specialized services
- Assist other municipalities that do not have specialized services in energy rights

### Poland – Małopolska Region

- Plan to scale at a regional level
- A public model, involving multiple organisations interested in reducing energy poverty

- The private sector will be included at a later stage, as part of the scaling plan
- Collaborate with KAPE<sup>64</sup>, who works with the Marshal's Office of the Małopolska Region (preparation of the strategy of conduct in the communes of the region), and the Team at the Ministry of Climate and Environment, which develops a definition of energy poverty and possibly a source of financial support, that will be introduced together with the amendment of the relevant laws and regulations
- KAPE plans to use ASSIST training and materials on behavioural changes, which supports the scaling and delivery model
- Scale the already developed national network of ASSIST HEAs

### Romania – Cluj-Napoca Municipality

- Plan to begin scaling at a local level
- Establish a network of interested partners in the ASSIST model and agree commitments, plans, activities, etc.
- Develop training materials and provide training to HEAs in the Department of Social Assistance and their established networks, and to NGOs and their networks
- Design an app for household so part of the counselling materials can be incorporated in an interactive and digital manner
- Pilot the one-stop-shop and undertake an assessment of activities implemented

## Key partners and their roles

Throughout the SUITE project each pilot has collected different support letters as written agreements of key stakeholder for the implementation of the model in each selected region. Each country had agreed specific roles for their partners, which include legislative; policy; funding; program support; research; advocacy; and social care<sup>65</sup>.

62 [www.energypoverty.eu](http://www.energypoverty.eu)

63 HEAs are called TED in Italian - Tutor per l'Energia Domestica

64 KAPE = Krajowa Agencja Poszanowania Energii S.A. - The Polish National Energy Conservation Agency

65 See pgs. 22-26 [https://0be543a6-7b72-4698-aeb6-6970e2970b7d.filesusr.com/ugd/ae603a\\_8324e2d42a324f7a80739b-34217d1ca0.pdf](https://0be543a6-7b72-4698-aeb6-6970e2970b7d.filesusr.com/ugd/ae603a_8324e2d42a324f7a80739b-34217d1ca0.pdf)

## Hungary

- Habitat for Humanity Hungary
- Hungarian Charity Service of the Order of Malta
- Hungarian Network of Eco-counselling Offices (KÖTHÁLÓ)
- Energiaklub Climate Policy Institute
- Climate Alliance Hungary members – Municipalities and relevant NGOs

## Italy

- Municipalities (such as Padova, Parma, Rome, Berceto)
- Third sector NGOs (such as CARITAS, Fondazione di Vittorio, Banco dell'energia)
- Private companies (a2a)

## Spain – Barcelona Region

- Barcelona City Council (Ajuntament de Barcelona)
- Barcelona Provincial Council (Diputació de Barcelona)
- SAD (home care professionals) and telecare operators
- Private companies

## Poland – Małopolska Region

- Ministry of climate and environment
- Marshall Office in Małopolska
- Małopolska Voivodeship
- KAPE - The Polish National Energy Conservation Agency
- HEA (House Energy Advisors)

## Romania – Cluj-Napoca Municipality

- The Department of Social Assistance (including Centrul de Zi pentru Varstnici

- Department of Energy Efficiency from the Cluj-Napoca Municipality
- NGOs – Fundatia pentru Dezvoltarea Popoarelor, O Masa Calda, Focus Eco-Center
- Professional organizations – Romanian Society of Energy Auditors and Managers (SAMER), Civic Imagination and Innovation Center (CIIC)
- Universities – Babeş-Bolyai and the Technical University

## Involving end beneficiaries/ service users

In countries where ASSIST has already been operating, service users have been involved at various stages, from design, through implementation and evaluation. Feedback from all participants (service users and HEAs) led to the adaptability of ASSIST which informed the scaling plan of ASSIST within SUITE.

Continuing to involve service users by working with existing and new organisations and partners remains part of the SUITE scaling plan. As well as end users, engagement of public and private bodies, NGOs and HEAs will also feature in the scaling plan.

## Costs of scaling the innovation envisaged

From the plans that have been developed by each country to implement SUITE, we expect that a two-year scale-up across all five countries will cost approximately €870,000. Table 16 shows estimated costs including staff and non-staff costs.

## Estimated costs

Table 16: Estimated costs for a two-year scale up across five countries

Staffing and Costs	Hungary	Italy	Spain	Poland	Romania
Total non-staff costs	€67,125	€43,000 PA €69,000 TED	€84,928	€33,400	€17,400
Total Staff costs	€60,000	€51,600 PA €77,800 TED	€102,300	€128,000	€137,600
<b>Total Prog. Costs</b>	<b>€127,125</b>	<b>€94,600 PA</b> <b>€146,800 TED</b> <b>Sub Total</b> <b>€241,400</b>	<b>€187,228</b>	<b>€161,400</b>	<b>€155,000</b>

## Funders

Each funding model is conceived in a different way, some are conceived as a public model, some as a private model, and some as a combination of both. In addition, all countries will look for EU sources of funding. All countries have, or are in the process of, securing written support agreements from a variety of potential funders. The issue of ongoing funding forms part of each country's strategic plan.

## Sustaining and further scaling of the innovation

Each country recognises the requirements needed to sustain and further scale beyond a two-year timeframe, and have accounted for them in their plans:

- Securing financial resources
- Getting buy-in and support from government bodies and their networks
- Changes in legislation which supports the SUITE innovation
- The creation and strengthening of local, regional, national and European Networks
- Evidencing the impacts and benefits of the innovation

This, combined with quality training, good support structures and a constant review of progress will lend itself to sustaining and scaling the SUITE innovation.

## Measuring the Impact of Scaling

Different indicators have been defined for each of the five pilots to (1) guarantee the correct implementation of the proposed plan, together with the accomplishment of the expected objectives, and (2) for influencing both the policy makers and the people accessing the services to catalyse change and action.

Indicators will be checked in a constant manner to identify possible deviations and apply the necessary corrections with time and in an effective way. It is worth noting that some of the indicators, the social ones, will be measured through the elaboration of questionnaires that will be fulfilled by the end-users and by the social operators who receive the training and do the identification and assessment actions, key to the project. As a general aspect, all five intend to keep constant control of the overall project along its lifespan to foresee any possible deviations and correct them in a timely manner.

## Challenges/Risks and Mitigations

Each country has developed a robust risk and mitigation strategy. Tables 17 – 21 highlight the high and medium risks along with mitigation.

**Table 17: Challenges/Risks and Mitigations in Hungary**

Challenge/Risk	Mitigation
Limited involvement of local governments	Develop robust strategies and present to interested municipalities
Limited resources from municipalities due to impact of COVID-19	Be aware of recovery phase and raise awareness amongst decision makers
Lack of commitment from private sector	Liaise with representatives, present a readymade training programme, establish networks
Public lack awareness of energy poverty	Develop strong communication materials

**Table 18: Challenges/Risks and Mitigations in Italy**

Challenge/Risk	Mitigation
Financial instability if reliant on public/private funds and donations	Develop strong monitoring and communication tools
Perceptions of competition between HEA Network and social operators	Develop communication materials to avoid misunderstandings Develop synergies and collaborative opportunities
Changing political environment could undermine project	Maintain independence from political parties and work with non-political parties

**Table 19: Challenges/Risks and Mitigations in Spain**

Challenge/Risk	Mitigation
Delays in changing legislation	Know how the system works and talk with the right people
Lack of financial support from private sector	Present model as an innovative model, showing benefits to private sector Reach out to other potential actors, foundations, etc.
Potential reduction in efficacy with online and telephonic service	Evaluate performance and experience of users and consider face-to-face service

**Table 20: Challenges/Risks and Mitigations in Poland**

Challenge/Risk	Mitigation
Financial instability if reliant on public/private funds and donations	Together with municipalities, make direct contact with funding bodies and seek other opportunities
Social workers work overload may limit their activities	Source external funds to better resource social workers to help ease workload

**Table 21: Challenges/Risks and Mitigations in Romania**

Challenge/Risk	Mitigation
Lack of interest from private sector	Present model as an innovative model, showing benefits to private sector
Trainee turnover due to lack of incentives	Give financial incentives to trainees upon completion of training
Limited financial opportunities	Seek and avail other funding sources, EU grants or private foundations

## 7: Web Accessibility Helps All Tool

The innovation Web Accessibility (WA) HELPS ALL Tool is a WA awareness raising, monitoring & enabling tool, for people with disability, including the elderly, which is critical for digital inclusiveness. The innovation targets a key accessibility problem experienced by many Central and Eastern European Countries (CEECs) and facilitates knowledge transfer across Europe. It is built from a bottom-up approach, involving public bodies employees, students, and Persons with Disabilities (PwDs).

This WA tool helps build social capacity and is a cost-efficient system that addresses many issues at once:

- raising general society's WA awareness, standards & education levels
- enabling digital inclusion & equality for PwDs
- development of WA enabling technical, User Experience (UX), design solutions.

The tool is based on the evidenced-based AnySurfer tool, a Belgian nationally approved methodology for WA awareness raising, monitoring & enabling functions<sup>66</sup>.

### Lead Organisation

Beletrina Academic Press, Slovenia

### Other organisations in the consortium

- University of Ljubljana: Faculty of Electrical Engineering (UL), Slovenia
- Blindenzorg Licht en Liefde (BLL) – AnySurfer, Belgium
- National Council of Disability Organizations of Slovenia (NSIOS), Slovenia

### Primary social challenges that the innovation seeks to address

Disability, Digital Inclusiveness, Community Development

### Evidence

Evidence for this innovation derives from systematic reviews of descriptive and qualitative studies (meta-synthesis) (Level V, see [Appendix 2](#)). There is a range of evidence sources supporting the social service innovation<sup>67</sup>.

The most robust evidence is the adoption of the AnySurfer innovation by the Belgian WA Office: If a website passes the AnySurfer evaluation scoring at least 75%, the [Belgian WA Office also recognizes it as accessible, indicating the innovation's high degree of social service adoption](#).

<sup>66</sup> See pg. 2 [https://www.euscf.eu/files/ugd/ae603a\\_78ea82d681c4470485fd4df8d7748aa7.pdf](https://www.euscf.eu/files/ugd/ae603a_78ea82d681c4470485fd4df8d7748aa7.pdf)

<sup>67</sup> Walraven, Marc. "E-accessibility initiatives undertaken in Belgium and on the demand of European Institutions in the field of e-accessibility". Braille Net. 2005.  
The BlindSurfer Project, in Web Accessibility: Web Standards and Regulatory Compliance by Richard Rutter. Apress. 2007.  
BlindSurfer wordt AnySurfer, Casestudy: vernieuwde website van Partena-ziekenfonds. Indymedia.be. 2006.  
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Baldewijns, Jeroen. "Toegankelijkheidsmonitor 2009". KU Leuven. 2009.  
Simons, Bart. "Nederlandse vertaling WCAG2.0 is klaar". AnySurfer. 2010.  
<https://accessibility.belgium.be/nl/artikels/wat-een-toegankelijkheidsverklaring>

## Cost effectiveness

The costs associated with the WA HELPS ALL tool are mainly work hours and is therefore a low-cost bottom-up model. Other alternatives, such as automated WA evaluation tools or QUICKscans, can present a general assessment of a websites' accessibility, but does not offer additional benefits in terms of student education, expert cooperation or PwDs involvement / empowerment, and can provide only partial WA statistics. They also do not offer all the necessary information to WA legislation subjects (usually public bodies employees) on where to turn to get the accessibility of their website or mobile application in order. The WA HELPS ALL tool is designed to give feedback to those WA subjects interested in sorting out their website's (or mobile application's) accessibility.

## Where the scaling plan(s) are to be implemented

The scaling of the WA HELPS ALL tool is primarily planned in Slovenia, and while the aim is to run it at a national level, it will start at a regional pilot project level, preferably in regions with a least one university.

There are plans to scale the WA HELPS ALL tool in Sweden, the Netherlands, Slovakia, and Croatia over time. As a starting point, the WA HELPS ALL Methodology Handbook, promotional video, and other necessary information, will be disseminated.

## Reasons the geographical areas were chosen for scaling

The Beletrina, UL & NSIOS consortium established in Slovenia is well experienced in developing and implementing new WA best practices and has plenty of international connections with similar actors in CEE Members and Northern and Western EU countries.

By evolving and implementing this WA awareness raising, enabling, and monitoring tool, initially for the public sector WA legislation compliance and later for the private sector as well, Slovenia can be the example for other CEE Members and in the future, for the Southern Europe countries and the Balkan countries such as Serbia, Croatia, Bosnia, and Herzegovina. The WA HELPS ALL works because it is simple & low cost, easy to apply, has a strong capacity building and education note and offers modulations for smaller geographical areas (for example municipality or individual regions).

The other countries where secondary scaling will happen were chosen because they represent the state of WA in EU on a small scale – from countries where WA is well developed to those that still have room to grow. These countries were also chosen because they meet the conditions necessary to scale the WA HELPS ALL tool (see Scaling Methods below). Since the EU WA Directive is obligatory for all EU Members, they are all potential candidates for the implementation of the WA HELPS ALL tool.

## Level of implementation of the innovation anticipated

The overall aim is for consistent adoption by mainstream social services at national/federal level (Level I, see [Appendix 3](#))

## Relevance of this Social Innovation

Following the ratification of the UN Convention on the Rights of Persons with Disabilities which states EU members must “*ensure access for persons with disabilities, on equal basis with others, to information and communication technologies, including the Internet*”, various EU legislation and directives have further stipulated the importance of WA for PwD<sup>68 69 70</sup>. In the EU 15% of the population are PwDs and there is also a growing population of elderly people. However, in the field of WA there are quite a few differences

in enabling, awareness raising and monitoring between Northern & Western EU Members in comparison to CEE Members, especially regarding WA awareness raising, enabling & monitoring practices, as well as including WA in educational curriculums or systems.

Northern and Western EU Members, particularly Sweden<sup>71 72 73</sup>, the Netherlands<sup>74 75</sup> and Belgium, have been active in developing the field of WA as a social equality priority for a much longer period than CEE Members, and the WA HELPS ALL TOOL is based on this. While the reasons for this are layered, CEE Members have lower WA awareness levels, public administration system capacities and lack knowledge for enabling social and digital equality for PwDs and the elderly population.

A strong indicator of different WA standards and importance placed between the Northern & Western EU and the CEE is the International Association of Accessibility Professionals (IAAP) with its European Chapters. IAAP is a USA based WA association that spread its Chapters across Europe:

- IAAP DACH – German speaking Chapter: Germany, Austria, and Switzerland
- IAAP Nordic: Sweden, Norway, Denmark, and Finland
- IAAP United Kingdom: UK (established before Brexit)

Some partial alternatives to the WA HELPS ALL tool can be found in automated WA evaluation tools or QUICKscans. These can present a general assessment of a website's accessibility but does not offer additional benefits in terms of student education, expert cooperation or PwDs involvement / empowerment, and can provide only partial WA statistics. The WA HELPS ALL tool is designed to give feedback to those WA subjects interested in sorting out their website's (or mobile application's) accessibility.

## Anticipated measurable outcomes

Within two years the number of end beneficiaries is estimated at 180,000 in Slovenia.

The first year of methodology implementation will focus on the production of a detailed manual with information about the methodology's intent and means of use. Further work will be conducted via focus group to observe any addressed shortcomings in the original AnySurfer methodology. Key Performance Indicators (KPI) (such as the weighted average Shannon entropy, measuring answer (un)certainty) will also be utilised. The first year of implementation will conclude with dissemination and communication activities with interested public bodies for use of the methodology. Also in the first year, a representative sample of Slovene webpages will also be gathered for the WA evaluation studies, planned for year two.

The second year will focus on training the trainers which also includes methodological and technical support in the adoption process. A broader evaluation of the accessibility of the Slovene web, supported by the proposed methodology, will be carried out by us, with remaining yearly activities being devoted to the analyses of their results and publishing of the resulting findings on a dedicated website. Using the weighted average Shannon entropy as a KPI, we anticipate at least a 20% decrease in uncertainty, thus exhibiting better clarity and applicability of the newly produced method.

By the end of the second year, we aim to, at least partially, commence implementation in Croatia and Slovakia as well as pilot the implementation in Sweden and the Netherlands.

68 [WA Directive on the accessibility of the websites and mobile applications of public sector bodies](#)

69 [Strategy for the Rights of Persons with Disabilities 2021-2030](#)

70 [European Accessibility Act](#)

71 Funka is the WA expert company, nationally and internationally involved in research and evolution of WA standards

72 [DIGG](#) - Swedish Agency for Digital Government dedicated to digital inclusion and WA awareness raising, enabling & monitoring on a national level

73 [Higher Education Community of Practice \(CoP\)](#)

74 QUICKscan is a tool for assessing accessibility for the public and private sector websites

75 The Netherlands have produced a national [document on procuring WA for municipalities in their region in 2016](#),

## Scaling Methods

Certain conditions need to be met to implement the WA HELPS ALL, including:

- The presence of a university in the country/region with study programs in the field of ICT, Computer Sciences or similar that can cooperate with students.
- The existence of an NGO or other type of organization that offers WA services.
- A national or regional larger organization of PwDs, that can cooperate with their members.

These conditions are met by Slovenia, Croatia, Slovakia, Sweden, and the Netherlands. Since Slovenia is geographically the smallest, it is best placed to start the implementation here as the scope of the tool's activities and effects is easier to support and monitor.

A gradual introduction of the WA HELPS ALL tool will commence over time, with the dissemination of the WA HELPS ALL Handbook and the promotional video. This will also help secure funding in these countries.

## Key partners and their roles

WA organization Beletrina will undertake to:

- In partnership with NSIO and UL, deliver all training and develop Methodology Handbook and the short animated promotional video
- Coordinate the implementation of the WA HELPS ALL tool in Slovenia and four other countries
- Execute the media and promotional plan for the general and expert public in Slovenia and will be in contact with the European Disability Forum (EDF) and IAAP
- Communicate with potential funders and general/expert public (including EDF and IAAP)

UL and UM will undertake to:

- Deliver training and WA evaluations with students and cooperate with UM

- Support development and dissemination of the Handbook and promotional video
- Connect to the universities of four other countries for secondary implementation

NSIOS will undertake to:

- Communicate the WA HELPS ALL tool's benefits to the end users
- Support promotion and motivation of Methodology Handbook, training, and evaluations

## Involving end beneficiaries/ service users

The students and PwDs as the main target beneficiaries will be educated and empowered to collaborate in the WA evaluation, enabling and testing processes. They will also benefit from a higher level of WA awareness, enabling and monitoring. The WA tool innovation supports WA legislation subjects (public bodies) by giving them tools, offering knowledge and expert support for enabling, maintaining, and reporting on the accessibility of their websites.

Website developers will be inclined to get educated and experienced in enabling Web Content Accessibility Guidelines (WCAG) compliant websites, which will in effect enable users with different disabilities to access and use these sites and so gain the necessary information and other content. This is again crucial in the COVID-19 pandemic.

## Costs of scaling the innovation envisaged

Scaling the WA HELPS ALL tool costs are based on the ratio of Man/Workdays necessary.

Table 22: Total cost (EUR) for two years

Role	Estimated Total Costs
Training WA evaluators	2,300
Training WA PwD evaluators	3,360
WA Student evaluation	180
WA PwD website evaluation	1,680
Production, distribution, and dissemination of materials	2,600
<b>TOTAL COST</b>	<b>10,120</b>

## Funders

A submission has been sent to the Slovenian Ministry of Labor, Family, Social Affairs and Equal Opportunities for its inclusion into the Operational Plan for 2021-2030.

In the event funding is not received from the above Ministry, two submissions will be made to the Slovenian Ministry of Public Administration in the beginning of 2022 - 1) for promotion of digitalization and 2) for Development of digitalization skills and knowledge of training the trainers, education, and knowledge transfer to different user/social groups.

## Sustaining and further scaling of the innovation

In Slovenia we plan to sustain the WA HELPS ALL tool by offering Beletrina's services of enabling WA to public bodies (WA legislation subjects in Slovenia). This model of sustaining the tool is appropriate for all countries that have WA organizations or companies interested in offering their WA service to potential clients in their country. It could also see a financial benefit for their business.

We plan to collaborate with the DIH portal enabling cooperation between students,

companies, and institutions, establishing a base of recommended providers of WA services.

We also plan to promote the WA HELPS ALL tool to the private/commercial sector. Beletrina has been cooperating with EU Disability Card<sup>76</sup> since 2016, which private/commercial companies advertise and offer services, so this tool may be of interest to them.

## Measuring the Impact of Scaling

The first measurable anticipated outcome is the comparison of websites evaluated year by year which shows how the WA is changing. This is useful to any EU Member as they are obliged to report to the EU Commission every two years on the state of WA in their country.

The second measurable outcome is on PwD's experience of the WA. Using short yearly questionnaires will give a first-hand picture of the WA progress.

The results of both measurable outcomes will be disseminated through national media, communication channels of the Consortium and to government representatives for WA awareness raising. The results can be compared between EU Members, which will also support learning and development.

## Challenges/Risks and Mitigation

Table 23: Challenges/Risks and Mitigation

Challenge/Risk	Mitigation
Lack of funding	Look for national and EU sources of funding The WA tool itself may be of use for other areas of research connected to WA
Students and PwD lacking WA evaluation capacity	Extension of training/workshops and ongoing support
Unable to find students or PwD to carry out evaluation	Get support of educational institutions Open evaluation to non-ICT students

76 [EU Disability Card](#)

# Lessons Learned

This section summarises lessons learned, success factors and challenges from the first phase of ESCF support from the awardees' perspective (first part) and the funders' perspective (second part).<sup>77</sup>

## The Awardees' Perspective

Overall, it was found that “dedicating time, effort and resources for planning is an investment that is worthwhile” (scaling plan 4 - alternatives to detention, S4). The ESCF resources were used mostly for system diagnostic and research, stakeholder engagement, deepening international partnerships, identifying funding sources for scaling up (and innovative funding mechanisms as well as internal capacity building. More details on each of these aspects are provided below.

### Diagnostic and research

Many awardees invested considerable time and resources in carrying out a **more thorough diagnostic of the context and key stakeholders** than they would have done without ESCF funding.

For example, the consortium in scaling plan 1 working on social housing (S1) studied existing research and literature and came up with a series of research questions to fill their knowledge gap on a variety of sets of information ranging from data on the private rental sector, landlords' attitudes, to legal and institutional conditions for establishing a large-scale social housing agency.

Another awardee carried out a SWOT analysis, strengthened business planning and research on local opportunities to reconfirm their existing approach before moving to new geographical locations in France (S2 on Duo for a Job's scale up plan).

### Stakeholder engagement – multiple

The importance of engaging effectively with key stakeholders has been highlighted as one of the most critical aspects in planning for scale up. It has been carried out with the objective of identifying relevant stakeholders; better understanding of key stakeholders; of influencing key stakeholders; and of receiving support and forming partnerships.

**Methods used** for stakeholder diagnostics included one-to-one interviews, the preparation of stakeholder mappings and matrixes (e.g., S5 used stakeholder matrixes to inform their partnership strategy), analysis of secondary data and focus group interviews, as well as in-depth review of existing studies and literature (e.g., S1 on social housing). Some awardees also formed multidisciplinary groups to evaluate the benefits of existing programmes to inform future plans (S3 on ageing). During the ESCF support session 5, action research was introduced as a methodology to inform the rollout of change efforts in complex situations by collecting data, analysing data and mirroring back the interpretation of data to interviewees and key stakeholders involved. Another methodology introduced to, and applied by, awardees included a structured approach to harvesting data from storytelling by end beneficiaries as a way to enhance their participation in research, policy, service development and decision making.

Indeed, most awardees found the opportunity granted by the ESCF to invest time and resources in truly **understanding key stakeholder needs, attitudes or willingness to pay** to be critical to the successful development of their scaling plans. In the same way **bringing all stakeholders together** was found to be critical; and to do this is a way that it “**creates a safe space** where individuals feel confident and able to speak freely” (e.g., S6 on energy vulnerability).

Several awardees raised the importance of dedicating sufficient **attention to the role**

<sup>77</sup> The information below is based on a contribution prepared by each ESCF awardee as part of their progress reports, two focus group calls with awardees end of November 2021 and other relevant documentation related to findings and non-financial support sessions (see Financial & non-financial support provided, page 18).

**of targeted communication** in stakeholder engagement (**Who To, What and How?**). Indeed, effective communication has been identified as a critical tool in one of the support sessions (Session 2 on getting stakeholder buy-in). The following points were emphasised:

- openly communicating in organisations' existing networks about their scaling plans
- to ask for advice to get help (and not vice versa)
- to involve people from the very start but keep them engaged
- to intentionally reach out, not only to those closest to the organisation and its cause, but to make an extra effort to engage new stakeholders that can make the difference (e.g., public sector officials, see below).

Thanks to the support sessions, many awardees became aware of the importance of stakeholder segmentation and the need to develop an effective **dissemination, communication and influencing strategy for each type of stakeholder**.

It has also been emphasised that sometimes it may be better to partner up with influential organisations or individuals who have more credibility (e.g., an international energy expert in the case of the S6 energy vulnerability consortium) or who have better access to the stakeholders the project wishes to reach and influence than the awardee itself (**peer-to-peer influencing**). During the support sessions it also became clear that in stakeholder communication it was also critical to **understand the power dynamics and vested interests** as “those who are invested in existing responses are often not likely to welcome new initiatives that could displace them.” It was felt that communicating should not be about “you are failing, and we have the solution” but rather focused on identifying common objectives and arguing that “we both face the same challenge.” (Session 2 on stakeholder buy-in).

The fact that awardees have been selected and funded by **the ESCF, an instrument co-funded by the European Commission** and two large reputable foundations turned out to be a **door**

**opener** when approaching new partners and an important tool in some awardee's communications strategy.

### Stakeholder engagement – target group

Most awardees highlighted the importance of the involvement of the target group from the beginning as part of their stakeholder engagement strategy. This helped to adapt an intervention **to understand the specific needs of the target group** in a new country rather than solely relying on the organisation's own long-term experience in a certain field (e.g., S2 realised that they had to overcome some understandable resistance of the target group to parts of their offer due to the different local context). Others went a step further and **jointly developed the service offer together with the target group** (e.g. S5 on Individual Placement and Support (IPS) for people with mental health issues).

Involvement of the end beneficiaries in the design process **can also help increase acceptance of a new approach**. The intended beneficiaries of a new intervention can communicate about the value of the innovation in a more credible way (e.g., S5 facilitated exposure of traditional health professionals to individuals benefiting from IPS which positively impacted their mental health).

Various awardees strategically developed **partnerships with suitable outreach ambassadors** who were better positioned to access the target groups of end beneficiaries than the awardees (e.g., S7 worked not only with their target group but also with universities or expert NGOs with focus on disabilities).

### Stakeholder engagement – government

Awardees often engage in sensitive areas that are **highly politicised** such as housing (S1 on social housing), migration (S4 on case management as alternative to immigration detention in Europe) or energy (S6 on energy vulnerability). This makes engagement with government and public sector agencies vital to ensure the success of any scale up effort.

It has become very evident that “the involvement of strong public organisations increases the opportunity to reach a wider group of

stakeholders” (S6 on energy vulnerability). In one case, reportedly a public agency directly helped the ESCF awardee with access to data and information about existing infrastructure and target group needs. (S1 on social housing).

Despite examples of effective partnerships with the public sector, however, **awardees found that working with the government is challenging**. How important it is to proactively engage with policy makers from the beginning rather than ignoring “the elephant in the room” has become evident. For example, from the Czech Republic it has been reported that despite the fact, that certain systemic barriers at policy level had been identified in the initial diagnostic, the project has moved straight into scaling up, which reportedly has led to severe implementation challenges (S5 on IPS for people with mental health issues in Czech Republic).

Regarding challenges to effective cooperation, awardees reported “[...] the public sector's limited ability to adopt innovative practices to the standard procedures”, the lack of public sector organisational capacity to “allow for larger scale institutionalisation of progress in social policy developments” and that the “rhythm of public administration was not what was needed.” In fact, one awardee found that public administrations were reluctant to engage in the medium to long-term and that “only short-term plans can be accepted by public administrations.”

During support sessions the Genio team and awardees discussed various **ways to address these challenges**. One way identified has been to start working with those government counterparts that are most receptive e.g., municipal compared to national agencies - and then use evidence created in a smaller pilot to gain traction and spread to other areas. Indeed, it was found that when introducing an innovation within a new municipality, considerable effort has to be made to explain the innovation in depth, provide international evidence – and to involve external, international practitioners (from the public sector) to share their positive experience with their peers in government (S5, IPS in France).

Some awardees found that dedicating a significant level of attention to understand the

local regulations and the institutional set up of the relevant municipal counterparts also helped with identifying and engaging with the right partners in government. Despite the need and willingness to cooperate with the public sector, one organisation emphasised the importance of ensuring their project would be sufficiently independent from government influence in the long term. One awardee found that in situations when progress slowed down with the primary government department in charge, it might be advisable to approach and work with other government departments that also have a stake in the project topic (e.g., S4 who worked with child protection authorities, social services departments in addition to the migration authorities, their original counterparts).

### Funding

The ESCF financial and non-financial support addressed a critical gap across the European social innovation funding eco-system for targeted assistance to plan for scaling up. Attempts to secure funding for implementing and scaling of innovations is considered to be more likely to succeed when planning has been undertaken but finding resources to develop plans can be more challenging.

One of the insights discussed during the support session (Session 3 on exploring funding possibilities) was that **mobilising funding becomes particularly challenging when seeking to scale across geographical boundaries or seeking funding and support from local government agencies**. It was found that in CEE countries locally distributed EU funds were generally not available for social innovations and funding for bottom-up ideas were still relatively uncommon. Also, due to a lack of awareness about opportunities, little philanthropic funding is available in Europe that specifically and strategically aims to leverage public resources to sustain and scale proven innovations.

Those interviewed felt that social innovations need to **increase their profile at the international level with potential funders** (visibility on relevant platforms, international conferences etc). It would be helpful if existing partners and funders invited the fundraising organisations to relevant

platforms and bring them to the attention of their peers and other potential funders rather than the awardees having to approach and introduce themselves to potential funders.

Despite these challenges, however, thanks to the ESCF support, **awardees felt more empowered and confident to take the next steps** to explore new funding models and to diversify funding sources. In particular, the Genio support session on exploring funding possibilities was highly appreciated by awardees.

If anything, awardees would have liked to have more time to reflect on their funding needs and explore funding possibilities in their specific context while still benefitting from the ESCF support.

### Internal capacity

Most awardees felt they **benefitted considerably from the non-financial support provided by the ESCF**. Areas of learning that have been particularly mentioned are systems thinking to deal with complexity, beneficiary centred design approaches, communication, partnership and multi-sector engagement strategies.

### International collaboration

Awardees appreciated the opportunity to strengthen **linkages with their international partners and peers** from several countries. One awardee found the regular meeting with an international expert group “very instructive and useful as participants learned about the different approaches (to care and welfare systems) in different countries but also challenges and how they have been overcome”.

The international perspective that has been encouraged and strengthened under the ESCF support, sharpened participants awareness about the need to take the different social realities in different European countries into account when scaling up their programme (e.g. S3 on ageing). The cultural diversity, the variety of types of actors, the different level of development across the innovations allowed organisations to have a 360-degree view on challenges and opportunities and enabled outside of the box thinking (S5 on IPS & mental health).

Beyond peer learning, a strong system of support and collaboration emerged based on the shared intention to affect change at European level and not only in the geographies where awardees started, or originally scaled up, their programmes.

## The Funders' perspective

### ESCF investment hypothesis

The ESCF has been established to fill important gaps in the European eco-system for financing and supporting social innovation, such as:

- Invest in the **scaling of social innovation** as well as the development of social innovations and early-stage start-ups
- Provide funding and support to the **planning phase for scaling** as an important - but often neglected - precondition for successful scaling
- Encourage and **support cross-border scaling** and encourage international collaboration between change-makers and other stakeholders in CEE countries and other countries in the European Union
- Emphasise **government adoption and public-private-social partnerships** as social innovation “endgame”
- Provide a **targeted and carefully designed programme of non-financial support** in addition to financial support

Feedback from awardees and ESCF partners indicate that the ESCF's aim to provide additionality on existing funding and support options in Europe have been fully achieved. Indeed, all the awardees' reports, outline how **support to planning of cross boundary scaling up strategies** has created significant benefits leading to much stronger local, regional and international networks and partnerships, an improvement (and sometimes revision) of the original scaling strategies, closer involvement of the target group, as well as empowerment of the consortium members.

The **non-financial support** proved to be invaluable. The content of the support sessions provided and organised by Genio, the format

of a case-clinic, that allowed individual organisations to present their specific challenge and receive feedback by their peers, as well as the combination of group and individual support sessions, were found to be particularly important in the design of the scaling strategies. Indeed, despite significant differences between scaling projects, **peer learning opportunities** between the ESCF awardees emerged. Beneficial links between some of the initiatives - while not fully exploited due to time and resource constraints - have at least been established (e.g., S3 on ageing and S7 on digital inclusion).

The **public-private collaboration** between the European Commission, two of the most reputable European foundations and Genio, as an experienced social innovation fund manager, has greatly benefited the supported projects, maybe more than originally anticipated. The signalling effect of ESCF selection and EU funding, to government agencies and other partners across Europe has served as a door opener and awardees have been able to use the endorsement for outreach purposes.

### Selection and support of awardees

ESCF has been extremely **successful in mobilising** a large number of high-quality organisations to respond to its call for application between January and September 2020. The mobilisation success has been achieved due to Genio as the ESCF fund manager dedicating much time and effort to establishing an extensive database and reaching out to relevant networks across all EU member states prior to the call for proposals.

In addition to assessing the value and evidence behind innovations, the attributes and competencies of the teams drawing up plans also proved to be critically important.

In relation to the selection criteria and the design of the selection process included the ESCF partners felt that there was a need to consider the following carefully:

- The trade-off between a **targeted sectorial or thematic approach** to maximise synergies and increase opportunities for cooperation vs a wider scope that allows

for a broader variety of social innovations to participate and benefit from the ESCF assistance package

- The question on what would count as being “**sufficiently innovative**” vs whether the value in applying a proven approach elsewhere
- Where to set the bar when asking for “**robust evidence of success**” of social innovation approaches (see also Appendix 2)
- The benefits of **making cross-boundary, multiple country scaling strategies mandatory** vs the need to be flexible when it turns out during the planning phase that a focus on one or less countries would be more suitable

It has been helpful to allow space for **creativity and flexibility** to adapt to the circumstances as many of the scaling plans would most likely change in one way or the other.

## The Structure of the ESCF

The ESCF anticipated the need for public and private collaboration to achieve the potential impact of the selected innovations at scale. The involvement of the EU public dimension in the form of support from the EU and co-funding provided by the Genio Trust, the Robert Bosch and King Baudouin Foundations provides a good model of how private philanthropy, EU public funding and expertise can come together to achieve what none of the parties could attain alone. The learning that occurred between the Consortium partners and ESCF Advisory Group members also contributed to the overall success of this initiative.

# Conclusion

This ESCF call has validated the assumption that there are many social innovations in existence with potential to contribute significantly to tackling societal challenges.

Supporting a selection of successful innovations to develop plans to scale has demonstrated the value of resourcing planning. There is much discussion about the replication of innovations and their transferability across borders. The planning activities undertaken by the organisations and consortia involved, illustrates the importance of tailoring applications to specific cultural and operational environments, which not only vary between countries, but also between regions and municipalities within countries.

The ESCF also represents a unique collaboration between the EU and philanthropy and is a practical demonstration of how both can work together to bring solutions, already developed, to solve complex problems faced by countries across Europe.

All organisations and consortia supported have successfully developed plans to scale within or across EU Member States within the allocated timeframe. Notably, the obstacles presented by COVID-19 restrictions were overcome or managed without detriment to the development of plans for innovations that are relevant and feasible within, and beyond, the current pandemic climate. The value of cost-effective approaches is particularly important within the context of increasing demands on resources.

Overall, the learning about how to scale proven social innovations across countries that has been made possible by the ESCF has been very valuable. For all involved, it is a very helpful outcome from Horizon 2020 that has direct and immediate application in the field. It is learning that can be built upon to fast-track the scaling of helpful innovations to tackle complex problems in the future.

It is encouraging to see the proposal for the Horizon 2020 European Social Catalyst Fund to be succeeded by the European Social Innovation Catalyst Fund and that a new approach to transnational cooperation under ESF+ is being taken which will include a European Competence Centre for Social Innovation and a new scheme of grants to facilitate the transfer and/or scaling up of social innovation.

# Appendices

## Appendix 1

(Call open 16 January 2020 to 11 September 2020)

### Eligibility Criteria for European Social Catalyst Fund

Applications can be made to the ESCF for support to **develop plans** to scale social service innovations that meet the criteria set out below:

1. Applications can be made by **a) collaborations involving public and private agencies (lead applicant must be a non-profit); b) public agencies; or c) private non-profit agencies**, in EU Member States, that aim to scale proven innovations that can effectively contribute to reducing, or overcoming, social challenges within or across countries.

2. The application must address **social challenges** within at least one of the listed focus areas below that align with the Sustainable Development Goals and align with the three main categories of the European Pillar of Social Rights: equal opportunities and access to the labour market; fair working conditions social protection and inclusion.

i. ageing	iii. inequalities
ii. poverty and marginalisation	iv. education and training, skills
iii. homelessness	v. community development
iv. disability	vi. the role and place of young people in society
v. mental health	vii. inter-generational solidarity
vi. migration	viii. ecological and social transition
vii. promoting gender equality	
viii. dementia	
ix. digital inclusiveness	
x. employment and job creation	

3. Applications must relate to **evidence-based models of intervention** that have been tried and tested. Preference will be given to innovations that have the most robust evidence of success ([Appendix 2](#)).

4. At least one member of the organisation(s) applying must have **prior involvement in implementing the innovative model** under proposal.
5. Plans also must be **relevant to the social and implementation challenges in at least five EU Member States**, two of which will be CEEC's - acknowledging the need for tailoring to meet the specific requirements determined by varying cultural and operational environments.
6. After the initial assessment of applications, shortlisted organisations or lead organisations of shortlisted consortia applying shall:
  - Provide **audited financial statements** (or equivalent available documentation in-line with the financial regulations of the lead applicant's country) for the previous 2 years and shall complete a declaration that they do not have any 'going concern' issues.
  - Provide **evidence of adequate management and financial systems**.
  - Be **GDPR** compliant.
  - Ensure processes are compliant with **EU ethical standards**.
  - Demonstrate a commitment to **gender equality**.
7. Funding from the project is **intended to support the planning process** and will not be given for capital costs. **The lead applicant receiving funding must be a non-profit public purpose organisation.**

## Evaluation Criteria for European Social Catalyst Fund

Each criterion below is weighted. Applications will be shortlisted for consideration based on an overall minimum threshold score of 60% and the thresholds indicated below. Genio will be responsible for the initial shortlisting of applications that meet the eligibility criteria. Decisions regarding the allocation of grants will be made by the consortium of philanthropic organisations contributing to the ESCF. During the assessment process, the ESCF may revert to applicants for clarification purposes.

### Scoring:

#### Potential Impact – minimum threshold 42%

- Relevance and extent of the specific social challenge – *What is the scale of the social challenge in the geographic area where the planning will take place?* (15%)
- Potential impact on the challenge – *What is the extent of the potential impact of this innovation on this social challenge in this geographic area?* (15%)
- Evidence – *What robust national and international evidence exists to support the model or innovation in terms of its effectiveness? What is the evidence on the cost implications of the model compared to alternative approaches?* (20%)
- Scope of potential impact geographically – *What is the evidence that the innovation is relevant across EU Member States? What evidence is there that the approach is relevant in Central and Eastern European Countries? To what extent has the innovation been applied in other countries in Europe?* (10%)
- Promotion of citizen-centred approaches – *Does the innovation support service users and end beneficiaries to be self-directed and to be involved in plans to scale social service innovations?* (10%)

#### Capacities – minimum threshold 12%

- Capacities of the applicants – *Do the organisation(s) applying have the capacities to produce the plan for scaling the innovation?* (10%)
- Networks and linkages – *What is the evidence that key partners (public, private, non-profit, philanthropic) are open to collaborating on developing the plan in the geographic area where the planning will take place and what are the current linkages between the proposers and these organisations? Do the applicants have strong international linkages that could assist with this planning?* (10%)

#### Quality of the application to develop the plan – minimum threshold 6%

- Activities – *Description of activities, timeframe, methodology, risk management.* (5%)
- Budget – *Are expenditures associated with the proposed planning activities reasonable and well-substantiated?* (5%)

## Appendix 2

To be eligible to apply for ESCF funding, the organisation/consortium must propose an innovation which is evidence-based - with preference being given to innovations that have the most robust evidence of success.

### Definition of Evidence-Based Practice

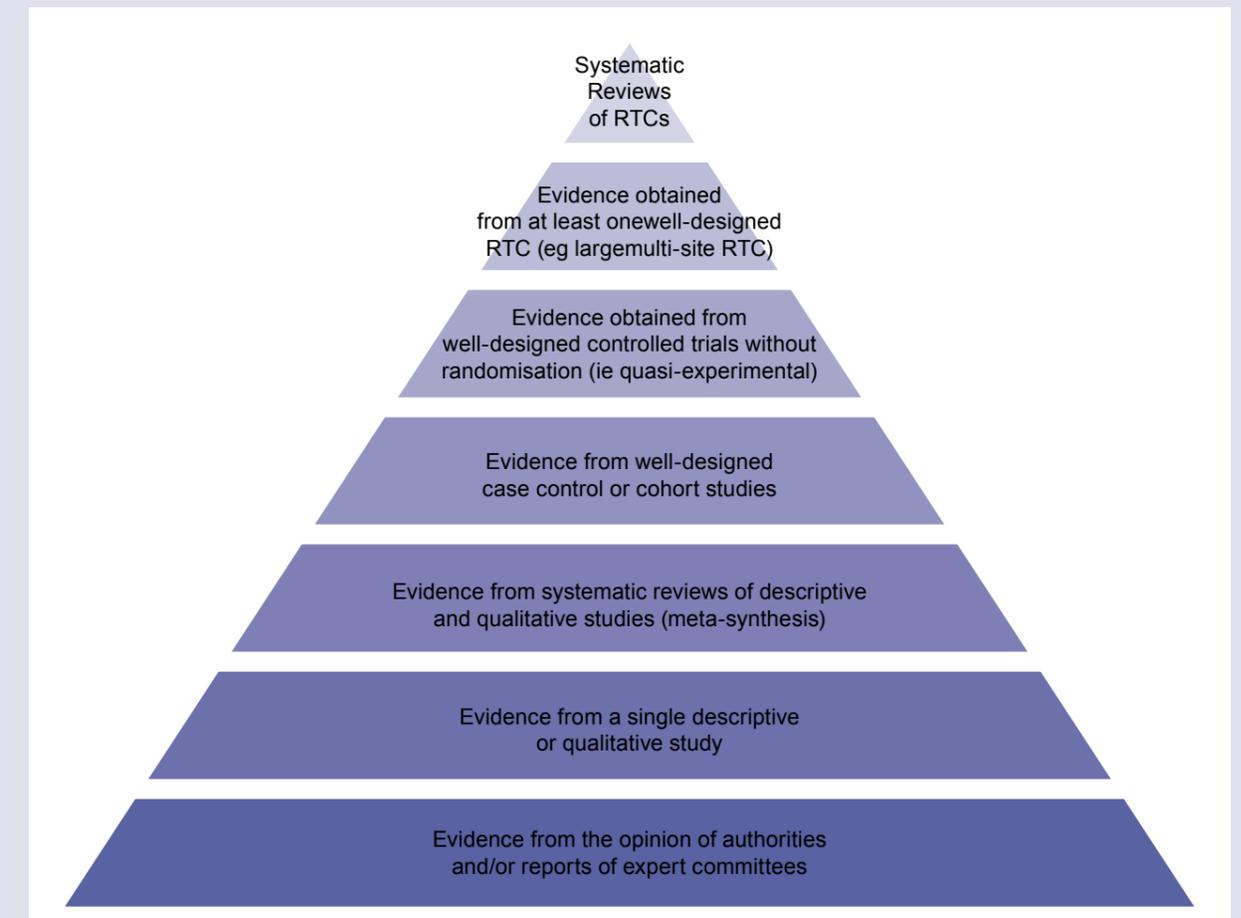
Evidence-based practice (EBP) is the purposeful and judicious use of current best evidence in conjunction with relevant expertise and values to guide social decisions.

Best evidence includes empirical evidence from randomised controlled trials (RCTs); evidence from other scientific methods such as descriptive and qualitative research; as well as use of information from case reports, scientific principles and expert opinion.

### Hierarchy of Evidence

The hierarchy of evidence is a core principle of EBP. This allows a top-down approach to locating the best evidence whereby you first search for a recent well-conducted systematic review and, if that is not available, then move down to the next level of evidence. EBP hierarchies rank study types based on the rigour (strength and precision) of their research methods.

The image below represents a hierarchy adapted from work of Ackley, B. J., Swan, B. A., Ladwig, G., & Tucker, S. (2008) and St. Louis, MO: Mosby Elsevier.

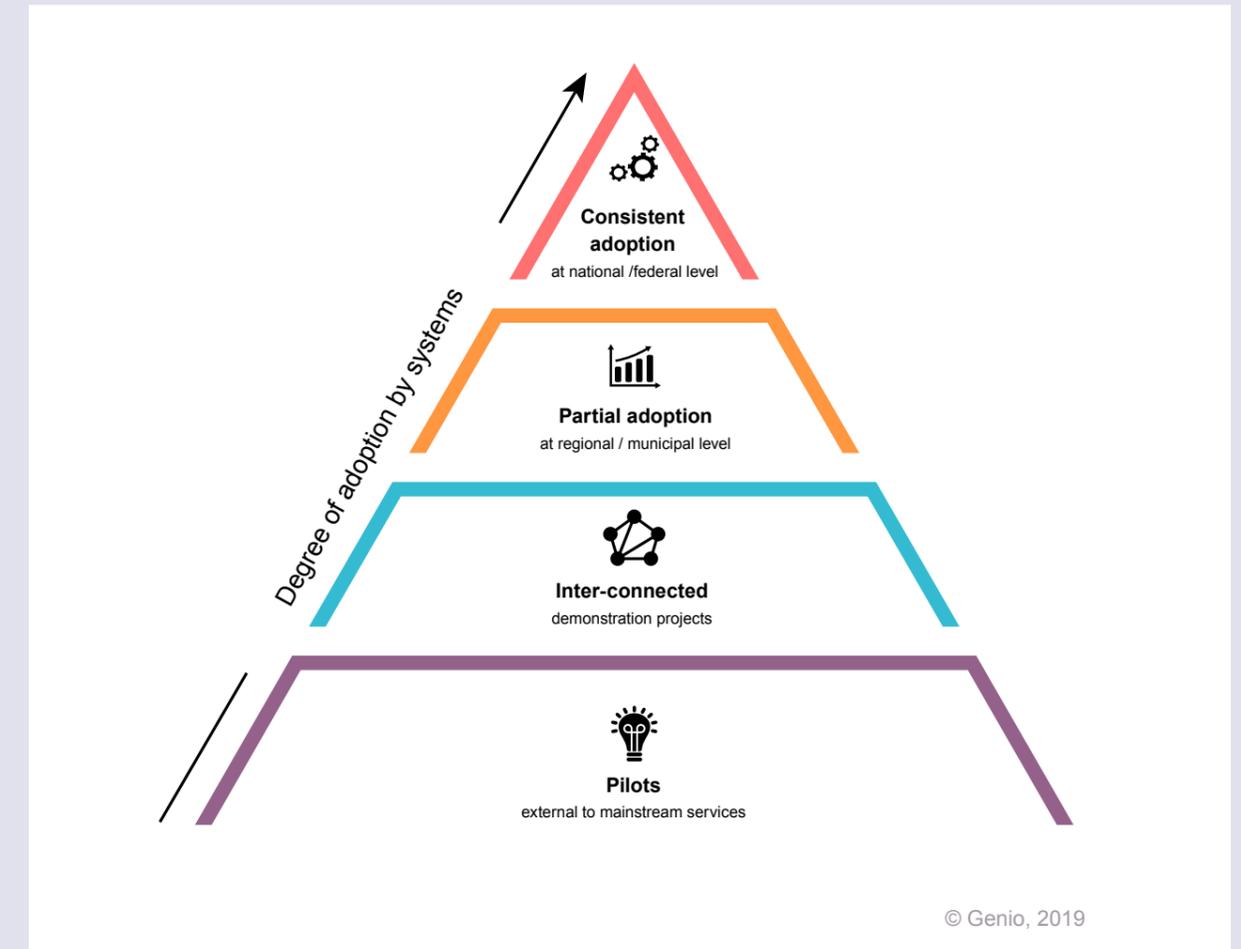


## Rating scheme for evidence-based practice

Level of evidence (LOE)	Description
Level I	Evidence from a systematic review or meta-analysis of all relevant RCTs or evidence-based clinical practice guidelines based on systematic reviews of RCTs or three or more RCTs of good quality that have similar results.
Level II	Evidence obtained from at least one well-designed RCT (e.g. large multi-site RCT).
Level III	Evidence obtained from well-designed controlled trials without randomisation (i.e. quasi-experimental).
Level IV	Evidence from well-designed case control and cohort studies.
Level V	Evidence from systematic reviews of descriptive and qualitative studies (meta-synthesis).
Level VI	Evidence from a single descriptive or qualitative study.
Level VII	Evidence from the opinion of authorities and/or reports of expert committees.

# Appendix 3

## Systems Adoption



Level of Adoption	Description
I	Consistent adoption at national/federal level
II	Partial adoption by regional/municipal services
III	Inter-connected demonstration projects
IV	Pilots external to mainstream services



European  
Social  
Catalyst  
Fund