



Management summary

A qualitative inquiry into innovation projects PO 3 OPZ was executed with the intention to **evaluate the contribution of the supported projects** to fulfil the 3rd Priority line and identify key factors for reaching the results. This output should aid the managing authority as **a bedrock for setting** supporting activities and processes of project choices, for communication of the projects' results and, most importantly, for the innovators themselves.

The inquiry was realised through field research of **qualitative** character. The methods of **semi-structured interviews and focus groups** were used. The respondents were people which, one way or another, contributed to the projects. Those were mainly **the project team, project evaluator and stakeholders**, which includes mainly region and township representatives, employers and donor. Despite **the project limitations** which lay, among others, in the date of the interviews (summer holiday – the inquiry happened between June and August 2019) and stakeholders' frequent reluctance to give the interviews, all the interviews and focus groups **were realised successfully**.

The interviews and focus groups were, with the respondents' consent, recorded as audiotapes. Recorded audio files were then **transcribed verbatim** because the next phase consisted of **coding and categorising in Atlas.ti**. The interview analysis was performed to answer evaluation questions which are present in this report.

EQ 1 WHAT FACTORS INFLUENCE THE SUCCESS OF THE INNOVATIONS/PROJECTS?

EQ 1. 1. What inner factors influenced the success of the project?

Inner factors that influence the success of the project:

- **Harmony between personal setting or the opportunity to do a specific job (health limitations etc.) and the character of the job offered and the competencies necessary.**
- **The level of cooperation of the execution team and other people involved.** The team's active and engaging stance to explain the aims of the project and quick dealing with eventual misunderstandings contributes significantly to the success of the project.
- The fact that the project can spark **interest**, its innovation and the execution team advocacy.
- The execution team's cooperation quality. The result of the project 3S was failed because of a problem with the main partner and his withdrawal from the project.

EQ 1. 2. What outer factors influenced the project's success?

Outer factors are identified as:

- **Overall economic and specific situation on the job market or in its specific segment** (e.g. social services providers)



- **Related legislation** or ordinance modifying the conditions of income, dealing with the candidates' personal information or varying interpretation of the legislation by the project workers (e.g. 108/2006 Sb. Social services act: the conditions for the registration of a service and inclusion of the provider to the network).
- **Administrative difficulty, or lack thereof**, which affects the involvement in the project, or lack thereof.
- **Concurrent grant opportunities** which permit drawing money from other sources.

EQ 1. 3. In what phases of the project were problems jeopardising its success identified?

- From the perspective of 3 projects (A-Giga, Art Movement and Occasio), no issues jeopardising the success of said projects were identified in the course of realising the projects.
- Issues (non-essential) mostly appeared in **the start-up phase**.
- **The moment when, in the A-Giga project, convicts are released to live a civil life** or, analogous to that, the moment when the project ends, and the people which gained a new job are supposed to **keep this job permanently**.
- Projects **RRH and 3S exhibited some major issues in the initial phase** (launch, going into the region) and in the moment of **submission and evaluation of the results** (networking request, result presentation to the new political representation).
- The moment when it is necessary to process the necessary paperwork. Some were discouraged, some were not but rate it burdening (with the exception of Occasio).

EQ 2 HOW IS THE COOPERATION OF THE SUPPORTED PROJECTS AND THE STAKEHOLDERS GOING DOWN?

EQ 2. 1. What are the strong and weak points of the supported projects in cooperation with relevant stakeholders?

Projects' strong points:

- **Cooperation and proactivity of the execution teams and also the cooperation with the managing authority – the Ministry of Labour and Social Affairs**
- **Reaching the projects' goals** and the possibility to employ people that are difficult to employ or disadvantaged on the job market, a high percentage of families which kept their housing in the scope of the RRH project, etc.

Weak points:

- No economic data or other KPI was observed and evaluated in the scope of the project.
- Especially in the 3S project, partially in RRH as well, convincing external stakeholders about the project's benefits was not successful and thus they did not cooperate.

EQ 2. 2. What influence does the cooperation with stakeholders have on the success of the project?

- Cooperation with stakeholders **affects the projects' success significantly**



- If the cooperation goes well, the project is much more probable to be successful. Failure of said cooperation, however, severely jeopardises the success rate of the project, its reach and its chance for sustainability (e.g. problems of the project 3S)

EQ 2. 3. What is the reach of the supported project?

- Executed projects are rated **perspective** reach-wise.
- **All indicators necessary** for the project's evaluation were met successfully, though, in the case of the project 3S, not in the presumed volume.
- There is a real possibility of its spread into other regions, for other employers or are seen as possible for other stakeholders to take part. In case of the RRH project, the result is ambivalent, reaching other regions is (in a modified state) possible but a continuation in the original place is not (at least not at the moment). Projects 3S's reach is a bit problematic since it did not hold up in any region.
- Concurrently, it is rated necessary to continue some form of support for new regions and/or stakeholders.

EQ 3 WHAT POTENTIAL DO YOU ESTIMATE FOR THE SUSTAINABILITY AT THE END OF THE PROJECT?

- Respondents asked among the 3 projects which followed previous projects rate its **sustainability potential after the project end as good**. The RRH project has a sustainable principle applied within the project called housing first. The 3S project does not currently have any support from external stakeholders for continuation.
- For long term sustainability even after the project ends, it will be necessary to keep **a certain level of support**. And so we cannot talk about sustainability as in purely commercial or non-endowed service.
- This support should be at least partially fulfilled by the government or its subsidiaries, respondents say.
- The project 3S appears to be specific as it has potential to ensure sustainability in the reach of social services while lowering the funds going into the sector that it could reach in the future (though in relative form against the price point and rising client number).

EQ 4 HOW WERE THE PROJECTS EXECUTED?

EQ 4. 1. Did the projects change materially with respect to the original plan? If so, how? Why? How was the need for change identified?

- In the scope of execution, none of the projects A-Giga, Art Movement and Occasio **were changed in a major way**.
- Projects A-Giga, Art Movement and Occasio had an advantage because the team could recall a previous experience from the pilot or previous projects.
- Project RRH was partially changed and modified and that helped to successfully finish the project, its goals and indicators.



- Project 3S was scarred by the changes in communications strategy and the execution team position cast, not reaching the regional networks and changes within the main partner which then led to his withdrawal from the project.

EQ 4. 2. How did the execution team cooperate with the representatives of the managing authority (the Ministry of Labour and Social Affairs)?

- Communication and cooperation with MLSA **were rated positively**, especially the parts focused on innovative projects.
- Project 3S' team feels ambivalent because the project was endorsed by MLSA on one hand, and on the other hand (a different section) issued a negative stance, citing 3S' methodology and legislation. Project RRH tried to cooperate with the Czech Employment Department and in the scope of the project found modus vivendi.
- **Project/execution teams** were well put together, agile, active, helpful and supporting, effectively communicating information, cooperating and communicating with stakeholders through all the projects.
- Some of the projects exhibited signs of different values and expectations from the teams and the stakeholders.
- Execution teams should focus more on work advocacy.

EQ 4.3. **Specific** evaluation question: How did the recruitment for the TG go down? Did some problems arise?

- Within the project A. Giga, there were no problems with the target group recruitment itself, **recruitment activities are well set, tested and functional.**
- Problems arose in the prisoners' engagement in the call centre. Prisoners quickly withdrew their consent to work for an external subject after testing the work itself.
- In Art movement project, **the recruitment was strongly influenced by the situation on the job market**, especially by the very low unemployment.