

Management summary

The qualitative research of the innovative projects PO 3 OPZ was realised with the intention of evaluating the contribution of the supported projects for fulfilling the priority axis 3 and to identify the key factors for achieving the project results. These outputs are supposed to serve for the controlling organ as the base for setting the supportive activities and the processes of the choice of the projects, for the communication of the projects results, and especially for the innovators themselves.

The research was divided into two stages, whilst this report includes the results of the research of the II. stage which was focused on the sustainability of the supported projects, namely 1 year after end of the project.

The second stage of the research was done by means of the field qualitative research, namely by means of the depth half-structured interviews with the part of the respondents who has already took part in the research of the stage I. Two respondents were chosen from each followed innovative project- one representative of the realization team and the second representative of the key stakeholder for the Innovation outside the project team. The choice of the suitable respondents primarily relied on their sufficient knowledge of the project. All the chosen respondents were consulted with the customer and also approved by him before the realization of the interviews.

Despite the unfavourable period collection (The Christmas holiday season), it was possible to connect with all the chosen respondents and to arrange the dates for the interviews. All the interviews were realized in January. Thus, the condition of realization 10 interviews for the Stage II. of the research was fulfilled.

The interviews were recorded as an audio recording with the written consent of the respondents. These interviews were rewritten literally within several days so that it was possible to work with them as soon as possible. Any interview was coded after rewriting, categorized and these results were clearly visualised into the diagrams, which are a part of the partial analyses in this report. Then the main findings in respect to the sustainability of the projects on the base of the given evaluation questions were expressed by the analysts according to the responses of the respondents (following the results of the Stage I. Of the research and the analysis of the theory of change).

The main conclusions of EO across the projects

EO 5: What is the sustainability of the supported projects?

The main findings and conclusions expressed in the connection of the evaluation question

<p>EO 5.1. What supported projects are sustainable (ie. their solutions are realised even after termination of the support)?</p>	<p>All the followed projects at a time of 1-2 years after end of the realisation show the continuation of the sustainability at least in some fields of the Innovation, for example in the shape of usage the Innovation in the subsequent summons of OPZ (RRH, Art Movement), usage of the Innovation in the adapted or limited shape with respect to the original participants of the project or other organizations (3S) or in the continuation of the support of the original target group of the project (RRH, Occasio). The sustainability of the project in a sense of the continuation of its activities after end of the realisation of the project (in a similar or bigger extent) and possible other development of the Innovation without other financial support from the public grant resources correspond two out of five evaluated projects (A-Giga and Occasio). In other cases other realisation in a similar extent or other qualitative development of the Innovation is prevented in general terms both for the Innovation of the inappropriate setting of the system securing and financing of the given services and at the same time the small political support of spreading the Innovation and thus the real interest of the key participants (RRH and 3S).</p> <p>After end of the project 3S we continued in the project from the summons 82 upon the base of methodology, nevertheless again with the result of not placing into the net of the social services. Also, the activity of providing the field social services by the compromise approach for methodology 3S in DD Choceň was initiated after the project, which is still happening now. Methodology 3S is also used in the limited scale with respect to the original partner Petrklíč.</p> <p>The activities set by the project A- Giga in prison in Vinařice happen in full swing. The good name of the employer caused a bigger interest from prisoners. In autumn 2019 a new call centrum in prison in Kuřim was opened which is based on the same model of the Innovation as it is in Vinařice. Both call centurms work effectively without grant programmes. The prison service is continuously interested.</p> <p>The spreading of the Innovation of the project in Brno with respect to the project RHH was stopped, but not its sustainability in the shape of the support of the lived families, a partner of the project received new grants from ESF nowadays upon its sustainability. Apart from RRH, one more ungranted project with a more positive feedback from public exists in Brno which works with approximately 65 flats which are allocated even to the persons from target group RRH (but only to individuals), but only in case of clearing the flats which are put into this project.</p> <p>At present the spreading of the innovation of the project Art Movement- Paralel lives III. is realised by the form of the following project Paralel lives IV., which works in other regions in the Czech Republic. The changes in the following project towards a bigger efficiency of the innovation in the working efficiency of the persons with experience with a mental illness directly comes out of experience from the project Paralel lives III. Especially it relates to the extension of the project from 2 to 3 years so that would enough time for work with the employers and the following realisation of the employment, and the form of the internships was changed from unpaid internships into paid training places, which are financed from the project. The personal securing is a significant change when there are less employers for one consultant, the working assistants are used in a larger extent, often from the members of the regional NNO. The project already works with the finished audio-visual projection for accosting the employers directly, when the projection is lent for the actions of others (cooperating) organisations and making contacts with some accosted employers.</p>
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	<p>At the time of end of the financial support of the project Chance for the development of the II company Occasio the aims were achieved according to the plan, approximately 1 year after end of the project is the innovation realised in a greater extent- pairing of the investors with the organisations and approving other microloans continues. At present it mediates 23 microloans for 16 organisations and cooperates with 29 investors. Other development of the innovation relies in unabling so called shared loans which leads to the reduction of the risk for the investors and at the same time to possibility of the higher loans and involving more minor investors.</p>
<p>EO 5.2. Which factors influence sustainability of the projects?</p>	<p>The main factor of the sustainability arising from the research for the majority of the projects seems to be an access for financing with the public funds whilst it was clear with respect to the projects A-Giga and Occasio that it doesn't have to be (at least partially) dependant on the public funds. In terms of the projects 3S and RRH, partially with respect to Art Movement it concerns the innovations in providing publically financed services (social services, social housing, mediating and the support of employing handicapped people for TP), so in the situation when the public administration and the self-government and the current traditional providers do not accept innovation (non-traditional) principles and the procedures in providing and financing these services, the standard realisation of the innovations and thus their sustainability in a larger extent is not possible out of principle.</p> <p>The next factor of the sustainability of the innovations appearing across all projects is the efficiency of the advocate work towards the stakeholders for explanation of the aims and the advantageousness of the innovation and dispel of worries from possible risks of their realisation which are the key aspects for the active involvement of stakeholders into the developmental, checking and possible systemic innovation introduction. The right and the total identification of the key participants of the innovation and their needs, interests and motivation seem to be important for the acceptance of the innovation by the stakeholders. Their timely addressing and inclusion into the preparation of the project so that no key participant would be missing from the beginning (for example region for 3S) play a big role and the key participants should not perceive the project negatively because they did not have the possibility to include their remarks and requirements for the adaptation (for example the opposition in the town council of Brno and the representatives of the municipal districts of Brno RRH).</p> <p>For the systemic expansion of the innovation the missing legislation was identified at some projects (for example Act on social housing for RRH, Act on social business at Occasio), the prepared legislation rather makes worries with respect to other stuff, on the contrary (Amendment of the Act 108 as other restriction of the spreading of the innovation for the project 3S) and rely on the economic and social change (for example the need of the savings during providing social services for the project 3S), which would motivate the participants for creating the conditions for easier introduction of the innovation.</p> <p>Whilst the majority of the projects was happening in the situation of the economic prosperity, now (since March 2020) their next sustainability will face the consequences of the coronavir epidemic which can be an occasion for some projects (the reduction of the funds for public services and the necessity of the savings in the social services, abundance of the workers for the flexible work loads for 3S, the reduction in prices of the flats and housing for the innovation of RRH type), for others it is a threat, on the contrary (lesser interest in the handicapped workers or prisoners as a consequence of higher unemployment with respect to the projects A-Giga and Art Movement, less private investment</p>

	funds for microloans and less creditworthy social enterprises and businessmen in the project Occasio).
<p style="text-align: center;">EO 5.3. What role stakeholders play in the sustainability of projects?</p>	<p>The stakeholders of the innovations (in the institutions and the organisations apart from the organisation of the innovator and his project partners) have the significant role for the sustainability of the innovation with respect to all projects (especially for setting of the systemic conditions for the standard introduction of the innovation, including setting of the systems of financing the services and the changes in the legislation), but also for the development itself and testing of the innovations in the pilot realisations. At first the projects primarily did not pay sufficient attention to the advocate work in this field which is necessary for accosting and including the stakeholders into the project and for efficient cooperation, including cooperation for the sustainability of the innovation.</p> <p>The project 3S is an extreme case whose innovation was refused by the majority of the addressed relevant stakeholders (regions, municipalities, other providers of the social services, section 22 Ministry of Labour and Social Affairs), and the application of the innovation after the end of the project remains limited for those organisations where the main initiator of the idea works naturally and in a limited extent at the organisations of the implementation partner. Thus, the possibility of spreading of the innovation is majorly limited regionally even into other organisations. It turned out to be very significant that no region was actively involved in the realisation of the project (for example as a partner without financial participation) which would enable more detailed analysis of the model 3S with respect to the needs of the region, ie. including analysis of availability, stability and quality of the service and using more detailed data provided by the region for comparison with the current providers.</p> <p>At first the project RRH was supported by the political leaders of Brno, however probably it was not sufficiently communicated towards the opposition and the municipal districts of Brno which had some reservations at first towards RRH especially in connection with the support of unpopular CS Gypsies (gypsy families) without appropriate housing and with the manner of choice families into the programme (without a traditional requirement for depthlessness which in fact excludes this CS from the possibility to ask for a municipal (social) flat. Restrictions of the activities and stopping of spreading of the innovation within the framework of the town after the municipal elections in 2018 changed the big plans in Brno (the parties which were originally in the opposition led the field also thanks to the negative restrictions towards RRH), in other regions the interest in methodology Rapid Re-housing was increased and lots of projects were put into summons 108 from OPZ. The summons 108 OPZ which is centered upon the spreading RRH into other cities and municipalities was announced thanks to a positive approach of other key stakeholder, by the way- ŘO OPZ (Ministry of Labour and Social Affairs), which agreed with the announcement of the summons using experience according to the finished rigorous evaluation of the pilot in Brno and thus enabled the realisation of RRH up to tens localities in the Czech Republic.</p> <p>The projects where the activities of the projects met the demands of the target group and also the stakeholders are sustainable very well. For example in relation to A- Giga project, this is an interest for employing prisoners with respect to prisons and also General headquarters of the Prison Service, the interest of the persons who are sentenced to prison in work and enough orders for the call centre with relation to the main client of the call centre. In case of Occasio, the innovation grows continuously (cca 20% growth per year), and thanks to a permanent interest of the investors, employers, but also Ministry of Labour and Social Affairs as a key participant in the social business and its financing</p>

(including providing „soft“ support for the businessmen and the preparation of the Act on social business).

E O 5.4. How to set the projects in order to raise the chances for their sustainability?

It is necessary to set more effectively the advocate work in the projects, ie.an efficient communication about the innovation towards the key stakeholders with the aim to arouse their interest from the start, to dispel the worries, fulfil their needs and to coordinate specialization of the innovation with their motivations and expectations. The approaches are different with respect to a legal profession of the projects, but the individual communication of the stakeholders towards the public and improvement of the implements of the promotion is significant as well. Last but not least, it is important to work with the outputs from the project evaluation within the framework of a legal profession which should bring the evidence about working and the results of the innovation in the pilot realisation.

The main promoter of the project 3S realises both mistakes in the negotiation with the stakeholders, both the topical given conditions (external factors), that's why first he wants to receive proof about the functionality of the system in practice by means of the evolution way in the groovy organization with the access to the regional financing social services (DD Choceň). According to the project team it is better not to promote a model 3S so vigorously in its clean form, but gradually to implement the model for a longer time (2-3 years), at the same time with the traditional model.

The recommendation for a bigger involvement of the stakeholders already in the preparatory phases of the project is similar in terms of the project RRH, in order to perceive it as „their“ and to grind the edges of latter remarks, especially in the field of random and the debts of an unconditional choice of the families into the programme of housing. Similarly, it is appropriate to work on a better PR project towards the public so that it won't happen any general refusal because of the stereotypes. The improvement presents itself in the field of securing the fund for spanning the dropouts of the receptions of the clients for prevention of the debts for the rents and in a sufficient security of first-class (assertive) field work, and then also in a better cooperation with the employment agencies which is key both for the field of stability of the financial support of the families, and for the fields of mediation of the employment.

In relation to a project A-Giga, the next sustainability and the spreading of the innovation would be secured by the support of the state for the employers of the prisoners and also the support of the state in the field of helping the persons released from serving the sentence and their integration into a normal life is needed (for example accompanying supportive social services, especially in the field of making the contacts with the family of the prisoner, in the field of a suitable housing, the debt counselling and managing the dependencies.

The Organisation Art Movement sees for other sustainability the financial support from the state or from the EU both for covering the costs for accosting and enlighten between the employers, their preparation and adaptation of the workplace, and for work with the persons with a mental illness (the preparation and the accompaniment during the employment, mediation of other job). The change of the legislation would help as well which would enable a paid job for a test (internship) and would support an active involvement of the Employment Office in pairing of the clients with the employers.

In the field of realisation of the financial instrument was introduced the possibility to share one loan with more investors, the cooperation with the regional NNO in the field of the support of employment the handicapped for TP was intensified, the cooperation with Ministry of Labour and Social Affairs was intensified both in the field of support of the applicants for a loan, and in the field of the preparation of the act on social businessman which is one of the key factors of the financial standing and the stability of the employers (applicants for a loan).