



**NewGenerationSkills:**

**Local action plan for Maribor**





# Local Action Plan MARIBOR

## D.3.3.3.

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Other partner organisations involved (LIAG)	Citilab, ClickIT, Infopeka, Inštitut za razvoj družbene odgovornosti, Kooperativa dame, Mariborska razvojna agencija, Mestni mladinski svet Maribor, Mladinski kulturni center Maribor, Razvojna zadruga Tkalka, son:DA, SPIRIT Slovenia, Štajerska gospodarska zbornica, Tovarna podjemov, Univerza v Mariboru, Zavod PIP, Zavod RS za zaposlovanje
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## I. INTRODUCTION

Young people have the potential to proactively promote innovation and thus make a valuable contribution to regional, social change processes. However, the culture of entrepreneurship is weak among the youth in several countries of the Danube Region. Therefore, more attention needs to be provided to the promotion of creativity, innovation, development of talents and employability of young people.

The project partners from Maribor are therefore creating a favourable environment for entrepreneurship through better coordination and streamlining existing initiatives. At the same time, the municipal involvement in the quadruple helix structures will be upgraded and will strengthen an innovation oriented institutional mind-set within the municipality.

Based on project activities, the local partners from Maribor will facilitate a municipal innovation management and targeted measures to embed schemes for stimulating local (social) innovation and bottom-up initiated solutions into regular practices by establishing the **local (Social) Innovation Lab Fejs(t)spejs** to provide support for youth to materialize their potential for entrepreneurial development.

The purpose of the following Local Action Plan is to present the experience and results gained during the implementation of project's local pilot activities and to present the further activities to take place in order to sustain the achieved results.



## II. Policy context

Based on Local-level comparative case study of Maribor and Podravje region (LCC), Strategic program promoting the innovative potential of young people in Maribor and the Podravje region - Youth Innovation Agenda (YIA), and the Local Innovation Advisory group (LIAG) discussions following potentials, trends, challenges and opportunities have been recognised:

<b>POTENTIALS /STRENGTHS</b>	<b>WEAKNESSES/CHALLENGES</b>
<p>(1) <b>PEOPLE AS A POTENTIAL:</b> educated people, innovative people, people with experience in the past industry, etc.</p> <p>(2) <b>GEOGRAPHICAL POSITION:</b> the location of the city and region in the wider environment is interesting both for the development of industry and services, especially for tourism.</p> <p>(3) <b>SOCIO-CULTURAL POTENTIAL:</b> intensive development of new social and cultural initiatives in the city and the region in recent years. These are predominantly non-profit or socio-entrepreneurial initiatives. Strong initiatives supporting social innovations in the region.</p> <p>(4) <b>UNIVERSITY / STUDENTS:</b> Existing potentials of young people's innovations in the University of Maribor. Among the young people involved in the higher education system of the University of Maribor (there is a significant potential for innovation), which is partly supported and encouraged in the framework of the University, but not fully utilized.</p> <p>(5) <b>CO-WORKING NETWORK:</b> inactive existing network of co-working spaces</p>	<p>(1) Dependence on EU structural funds and non-sustainable financing of cooperation between institutions.</p> <p>(2) Lack of training programs based on creative methods in public education system and gap between market demand and youth education.</p> <p>(3) Fragmentation of supporting environment – missing holistic ecosystem which is understaffed and underfinanced.</p> <p>(4) Lagging behind in economic and social development in relation to Central European location.</p> <p>(5) The problem of degeneracy / scattering / dispersal of society structures, disorientation and fear (distrust) from integration and cooperation.</p> <p>(6) Inactivity of the Regional Development Council.</p> <p>(7) Scarce municipality HR for youth with no long term trans-sectoral cooperation for social innovation and youth.</p> <p>(8) skills shortages /gaps that would enable youth to take initiatives and engagement in socially innovative</p>



<p>and communities (network included: GT22, Rajzefiber Biro, Vetrinjski dvor, Tovarna podjetij, MRA, ŠTP and Tkalka).</p> <p>(6) <b>CO-FINANCING OF YOUTH PROGRAMMES</b> either through national or local government (mostly EU funds</p>	<p>entrepreneurship as well as lack of practical experience and apathy among youth</p> <p>(9) lack of cooperation between education and industry</p>
<p style="text-align: center;"><b>OPPORTUNITIES</b></p> <p>(1) Obtained projects from EU sources, which are aiming to develop (social) innovation and social economy (NGS, Sentinel, SocioLab), that can, with appropriate additional financial and organizational municipal and regional support, lead to development of a common ecosystem for the city and the region.</p> <p>(2) Clustering (proximity - substantive and geographical) of diverse efforts that can be complemented by common development of the region: development of civil social initiatives and culture, rural development, development of science and education, development of a supportive environment for innovation, development of industry and tourism and of economy in general.</p> <p>(3) Unrelated and alienated young people are looking for new ways of connecting with each other and with society in general. This need or efforts can be identified as an opportunity to develop new operational business models that will connect young people through work</p>	<p style="text-align: center;"><b>THREATS</b></p> <p>(1) policy structures on the national level neglecting the needs of regional or local actors,</p> <p>(2) unfavourable economic situation,</p> <p>(3) lack of systematic measures on local and national level (favourable legislative, financial and taxing mechanisms),</p> <p>(4) lack of concessions (local, national level), co-financing problems, existing measures are financial burdens for NGOs,</p> <p>(5) passive youth and apathy among youth</p> <p>(6) brain-drain,</p> <p>(7) too many enrolment opportunities for first time students in respect to the needs of the labour market,</p> <p>(8) discontinues support of decision makers to provide the infrastructure needed to maintain the operations of the Social Innovation Lab.</p>



<p>in the community (e.g. cooperatives, sharing economies, non-profit societies, various forms of community-based businesses and initiatives, etc.).</p> <p>(4) international networks for youth innovation,</p> <p>(5) Local Youth Programme as part of the Cross-sectoral cooperation and incentives for youth work (tenders for project work, active employment policy, regional development programme,</p> <p>(6) systematic support to boost social innovations and social economy business models,</p>	
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Additionally, it was identified that Maribor is facing the following TRENDS:

Demographic trends point to emigration of a significant number of highly educated people and lowering of the educational levels in the population (TUSMOM).
The occurrence of precarity: more and more young people voluntarily or involuntarily take precarious forms of work and, consequently, the precarious way of life (short-term thinking, without long-term plans, frequent migration, lack of connection with the environment, etc.).
The emergence of bottom-up initiatives and initiatives in the field of civil society that are related to addressing sustainability issues.
Projection of sustainable living, migration to suburbs and to surrounding municipalities, with intent to living close to the natural environment (loss of urbanity).



To use potentials and take the opportunities to create stimulating environment for young people that will enable social innovation by recognizing the needs of local environment for development of new ideas and innovative products, **Local Action plan will follow 3 specific objectives:**

- Objective 1 Young people analytically and critically consider their environment.
- Objective 2 Young people with knowledge and skills for creative solutions of problems in their environment.
- Objective 3 Innovation platform, established as a permanent support network for innovation by young people in the city and region.

In order to reach the above listed objectives the following activities were implemented within the NGS project in order:

- Activities for inclusion and activation of young people (Young people understand).
- Activities for strengthening the knowledge and skills of young people (Young people know and can).
- Establishing the laboratory for (social) innovation of young people in Maribor and the Podravska region (Young people have a permanent and comprehensive support).

The Initial Action Plan was tested throughout the project pilot implementation period and was also peer-reviewed and evaluated. The results, which are used as the basis for setting up the future activities, are presented in the further chapters.





### III. Actions tested as the project pilot activity

The Initial Local Action Plan (LAP) was set to upgrade the Strategic Program for Promoting the Innovation Potential of Young People (YIA) with a set of measures for achieving the objectives of the Strategic programme. Upgrading requires adequate overall planning of activities, timetables and necessary resources. For each of the instrument/ activities, measures were foreseen as follows:

Instrument / activity	Measures
<p><b>(1) Activities for inclusion and activation of young people</b> (Young people understand)</p>	<p>Activation, awakening, humanistic and artistic understanding, sports, hackathons in various fields, youth participation, analytical workshops, field work, process facilitation, stakeholder motivation, confidence building, and other related measures.</p>
<p><b>(2) Activities for strengthening the knowledge and skills of young people</b> (Young people know and can)</p>	<p>Integrated dynamic / modular training package (DynamicLearningPackage): education, training and counselling / mentoring in the areas of: creative problem solving and creative methodology of work - design thinking, development of socio-innovative products, realization of ideas, digital literacy, development of technologically advanced products, entrepreneurship: classical entrepreneurship, social entrepreneurship, cooperatives. Using innovative and collaborative learning methods that enable young people to engage in the learning process (peer-learning, role models, webinars, etc.)</p>
<p><b>(3) Setting up the Social Innovation Laboratory for young people in Maribor and the Podravska region</b> (young people have</p>	<p>Setting up a laboratory possibly as a network entity that has a developed sustainable model of operation, management and existence in the long run, and includes activities in following areas:</p> <ul style="list-style-type: none"> <li>• knowledge network (transfer of</li> </ul>



<p>permanent and comprehensive support)</p>	<p>information, knowledge, skills)</p> <ul style="list-style-type: none"> <li>• A network of spaces (co-working rooms, classrooms, tool-shops and machines)</li> <li>• network of power/potential (advocacy, financial leverage, development, linking out)</li> <li>• international network of exchanges and residences of tutors and users</li> </ul>
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The three actions followed the framework of the YIA where Setting up the Social Innovation laboratory for young people, named **Fejs(t)spejs**, is the cornerstone, as other two activities are representing its service portfolio.

A description of the actions is as follows:



## **1. Action: Activities for inclusion and activation of young people (Young people understand)**

During NGS project implementation the actions to raise awareness among youth were implemented as Activities 2.3: Communication campaign linked to pilot implementation and 5.2. Local Testing of Dynamic Learning Package.

Within this activity, Prizma Foundation with its external provider, Centre for Alternative and Autonomous Production was responsible for Local Communication Campaign elaboration and its implementation. The Municipality of Maribor was also a strong and important partner in Local Communication Campaign implementation. The local campaign included the cooperation of LIAG members, especially those already working with youth population.

The aim of the local campaign was to contribute to the change of mind-set of the general public about social innovation and (social) entrepreneurship and raise awareness on social innovation.

During Local Communication Campaign, community events for young people were organized, to present the SI and support offered through SIL and DLP.

PRIZMA Foundation was also responsible to select external provider(s) with competences and capacity to support "Time to inspire" modules implementation, intended to animating youth to participate in the Dynamic learning package.

Within "Time to inspire" the modules of the DLP programme were introduced, raising the awareness of youth about social challenges and social innovation and activating them to start developing abilities for reacting to those challenges.



## 2. Action: Strengthening the knowledge and skills of young people (Young people know and can)

The Dynamic Learning packages were tested under activity A5.2: Local testing of the Dynamic Learning Package –DLP for skill development of the youth.

DLP was tested at local level as a combination of foundational and experiential learning programme delivered in the frame of Social Innovation Laboratory operation to enhance the capacity of youth to become frontrunners of social innovation and change-makers in their communities.

It consisted of two components:

- **Social Innovation Bootcamp**, which provided (social) entrepreneurial knowledge that guides an individual or initiatives from generating socially innovative ideas and basic (social)entrepreneurial competences, to product/services design and finally to market entry. On the other hand, it also empowers individuals to participate in the team, to develop ideas for solving practical social challenges and to broaden the network with companies and other stakeholders in the market.
- **Social Innovation Employability Booster**, which offered a set of activities to give young people insights into the labour market and work practices, as well as practical experience of cooperation with socially responsible companies and consequently, increase their employability.

The implementation of the DLP was the responsibility of PRIZMA foundation and was conducted in close interaction with Municipality of Maribor and selected external providers (selected by PRIZMA and in connection with SIL service portfolio implementation also by MOM – both according to professional criteria set and needs of DLP and SIL local implementation). The LIAG member organisations and SIL network ecosystem organisations were included.



### **3. Action: Setting up the Social Innovation Laboratory for young people in Maribor and Podravje (Young people have permanent and comprehensive support)**

The action was implemented as a Pilot of the NGS project (activity A5.1: Local Innovation Lab schemes), which began after LIAG validated the YIA based on local needs. A Youth Social Innovation Lab FEJS(T)SPEJS was set up, by NGS partners (PRIZMA & MOM) in cooperation with LIAG, to use existing social innovation, social entrepreneurship, entrepreneurship and youth support organisations programmes, experiences and their potentials to go beyond the existing support schemes in order to assure that young people in Maribor/Podravje region can have a permanent and comprehensive support enabling them to acquire competences, understandings and attributes to become socially innovative and to identify, create, initiate and successfully manage personal, community and work/employment opportunities.

FEJS(T)SPEJS is a one-stop shop for social innovation, social entrepreneurship, entrepreneurship and employment support for the youth. Its service portfolio offers the following services:

- Dynamic Learning Package,
- Mentoring,
- Coaching,
- Counselling (specialists),
- Community management/co-working,
- Fabrication laboratory/Open Lab,
- Advocacy,
- Speed dating, role models,
- Networking.

The YSIL was structured and operated in a way to best use the assets available in Maribor, and match their level of development, by operating in close cooperation with holistic regional social innovation and social economy network ecosystem.

'SocioLab' and its local contact point set in Maribor. Youth SIL headquarter were therefore set up at the location of the headquarters of 'SocioLab' in the premises owned by Municipality of Maribor at Tkalski prehod 4, Maribor.



Building the network of knowledge/competences, services and pool of mentors: The main challenge was the setting up of a network of knowledge that provided competent mentoring services for youth (Pool of mentors). During NGS project Slovenian partners (Prizma and MOM) were coordinating the pool of mentors, however, it is not to be expected that the city municipality will be responsible for content beyond the project implementation.

PRIZMA Foundation as the lead partner of the "SocioLab" project is planned to be responsible for running FEJS(T)SPACE activities beyond the NGS project implementation period, as a member of holistic regional social innovation and social economy network ecosystem.



#### 4. Sustainability:

Pilot implementation was conducted in order to validate the proposed operational model and service portfolio of the Youth Social Innovation Lab.

Both Slovenian partners were coordinating Youth SIL pilot implementation during NGS project. Pilot testing relied on resources made available by NGS project, project partners own resources and the LIAGs member's resources.

Through testing different services proposed, Youth social Innovation Lab developed improved service portfolios and gained inputs to prepare a long-term operational model.

This Local Action Plan is envisioned to secure POLITICAL DURABILITY and local ownership of the Youth Social Innovation Lab including DLP. By ensuring endorsement of the LAP by relevant stakeholders, LAP becomes a strategic instrument. Therefore, this Local Action Plan should be used for the update of the Local Programme for Youth in Municipality of Maribor (*Lokalni program mladih v mestni občini Maribor za obdobje 2016-2012*).

Sustaining (or enlarging) services targeting talented youth is the direct interest and goal of local actors, as a key to increasing their capacity to retain talent in the communities and reduce brain-drain.

Both project partners, with the support of the LIAG group were involved in the activity, according to their level of responsibility. Municipality of Maribor as a project partner and a main stakeholder of service provision to the youth within the city, along with Foundation Prizma, the knowledge provider of the local partner, have:

- Provided inputs connected to set up Social Innovation Lab and a network of service providers with their pool of mentors,
- Identified the funding possibilities for setting up and initiating the programme of SIL.

The pilot activities of the NGS project demonstrated a need for fostering social innovation within the city of Maribor. Therefore, sustainability of the project results has to be assured.



<b>How to ensure the sustainability</b>	<b>Partner to assume responsibility</b>
Ensuring a centrally positioned location, where the (social) innovation laboratory can operate, considering all the infrastructural requirements such a location needs.	Municipality of Maribor
Providing technical staff to ensure daily operations of the (social) innovation laboratory.	Municipality of Maribor / Prizma Foundation
Ensuring the continuation of activities provided by the (social) innovation laboratory.	Prizma Foundation
Providing experts for content related activities for supporting social innovation.	Prizma Foundation / LIAG

For the purpose of fostering the social innovation within the city of Maribor a physical location of the (social) innovation lab has to be ensured. The selection of the location must be based on two main identified needs of youth:

- Hosting events, providing knowledge to youth, ensuring an informal supportive environment attracting youth at a central city location, with easy access and technological equipment, receiving up to 35 individuals in parallel, with a possibility of preparation refreshments and networking (for presentations);
- Providing an interchangeable working space for individuals and groups visiting the location outside the events, with a possibility of modular arrangement and technological equipment, hosting up to 8 individuals in parallel, with a possibility of preparation refreshments and networking (including high capability of free Wi-Fi provision).

For the period of NGS project implementation costs were foreseen in NGS project budget (staff costs, external providers' costs).

For the continuation of activities there are the following costs that need to be considered:

- Costs of the physical location: maintenance costs, occasional costs for upgrades of the location;





- Staff costs: the cost of administrators also in the role of community managers at the physical location, the cost of content manager(s) ensuring the organization and implementation of quality events providing content for target group;
- External expert costs: the costs of thematic experts carrying out the activities of group events organized as part of DLP.

The Municipality of Maribor, as a project partner within NGS, needs to ensure the physical location, where the activities can be carried out at the required level of quality. PRIZMA as the thematic related partner within NGS, needs to ensure the continuation of content that will be provided within the FEJS(T)SPEJS.

The legal form of FEJS(t)SPEJS has not been decided yet, however, the plan is it will provide services complementing the program of wider, comprehensive and lasting ecosystem for social economy support in Maribor and Podravje region named "SocioLab" that is under development in Podravje region. Therefore a clear synergy with SocioLab was identified, from which the content programme could be provided, if an adequate physical location is guaranteed.

The current location at Tkalski prehod 4 was found to be adequate, therefore the recommendation is, that the premises of Tkalka remain in the function of the (social) innovation laboratory, with other content to be part of the joint offer through synergy with other initiatives supporting social impact and fostering social economy in Maribor or Podravje.

#### IV. Local action plan

In order to continuously foster the social innovation within Maribor and Podravje, the Slovenian project partners should follow the proposed plan:

Activity	Time frame	Responsible organization(s)	Involved stakeholders	Costs	Purpose
Preparation of the Fejs(t)Spejs business model	June/July 2019	Prizma (a business model that will ensure financing for Fejs(t)Space and allow for continuation of activities fostering social innovation in Maribor/Podravje)	MOM, LIAG, users of services	Foreseen costs of establishing and maintaining of the Social Innovation Lab and running the programs of the Lab	Establishing a social innovation lab to foster social innovation in Maribor/Podravje
Ensuring a physical location for the operation of the social innovation laboratory	June 2019 - continuous	MOM (ensuring an adequate space at adequate location)	Prizma (providing parameters for location, financing as foreseen in the business model)	Costs of maintaining the social innovation lab	Providing the physical space, to foster the social innovation within the city of Maribor
Ensuring a technical staff for daily operations of the social innovation laboratory	June 2019 - continuous	Prizma (defining a profile and obligations of the technical staff, providing staff members – as part of services; financing as foreseen in the business model)	MOM (ensuring adequate staff to conduct technical operations at the location)	Costs of technical staff (personnel), for the duration of activities implemented	Operation of the lab at the physical location (providing info, offering support, small maintenance, security, and similar).
Providing services of the (social) innovation laboratory.	June 2019 - continuous	Prizma (providing content to the Fejs(t)Space social innovation lab; financing as foreseen in the business model)	LIAG (providing inputs based on the future recognised needs for social innovation)	Cost of thematic lab experts, could also include costs of technical personnel.	Ensuring the sustainability of the SIL
Experts to provide content relevant activities	June 2019 - continuous	Prizma (implementing the programme implementation with the adequate thematic experts; financing as foreseen in the business model)	LIAG (providing and validating the expertise for conducting thematic activities)	Costs of thematic experts implementing the programme(s) of the (S)IL	Ensuring the high quality thematic provision of knowledge and support to youth regarding social innovation



## V. Evaluation of the Local Innovation Lab Pilot Implementation

Within the partnership an analysis was made of the challenges faced throughout the implementation of the Initial Local Action Plans.

Challenges	Solutions
Motivation/activation of youth	<b>More incentives:</b> awards, participation in further trainings, study visits, financing of best projects development; <b>More awareness rising:</b> showing the opportunities that are provided through the participation.
Situation on labour market - employment vs entrepreneurship	<b>Combination of dynamic learning programme modules</b> – modules for employment skills and modules for entrepreneurship’s skills
Common understanding of Social Innovation and Entrepreneurship	Extended local campaign and inspiration events
Implementation of activities in existing formal systems and structures	<b>Active participation of LIAG members, new partnerships development</b> For example: dynamic learning program for teachers, who will teach after the students in schools.
Equipment depreciation and investment in new equipment	<b>Local sponsors donation</b> of niche equipment; <b>Joint initiatives with FabLabs;</b> <b>YILabs business model development</b>
Institutional coordination and communication	<b>Active involvement of LIAG members</b> in different activities and dynamic learning programmes; <b>Synchronization of programmes and activities with cities priorities</b> and strategic documents.

Based on the analysis provided, possible sustainability measures were identified:

- Long-term partnership agreement between knowledge partners, municipalities/universities for the IL management;
- Involvement of city departments responsible for youth policies in the actions implementation;
- Enhanced visibility of the ILs.

Based on the evaluation, the **physical location** of the (S)IL needs to cover two elementary needs:



- Hosting events, providing knowledge to youth, ensuring an informal supportive environment attracting youth at a central city location, with easy access and technological equipment (for presentations);
- Providing an interchangeable working space for individuals and groups visiting the location outside the events, with a possibility of modular arrangement and technological equipment (including high capability of free Wi-Fi provision).

The **target groups** for which the (S)IL will provide content are as follows:

- Youth (included in secondary or tertiary education),
- Unemployed.

These are vulnerable target groups, therefore (S)IL is providing additional service to the city, by enabling the empowerment of youth with less opportunity.

As the pilot testing period demonstrated, there is a need of accessibility mostly in the **afternoon period**.

The activities of the (S)IL need to cover two basic needs of the target group:

- Providing open access space for individuals or self-organized smaller groups of users, to peruse their initiatives of social innovation – for which an administrator is required to ensure the smooth operation at the location,
- Providing high quality content raising awareness and education about social innovation, that requires expert guidance by an experienced manager (such as Prizma foundation).



## **VI. Local Action Plan Assessment and Indicators**

### **1. Dimensions of sustainability**

The local action plan envisions the establishment of the (S)IL, which includes the network of established elements of support environment within the city of Maribor and region of Podravje. Their participation in the (S)IL empowers them to carry out their primary mission.

Additionally, the transnational model for (S)IL foresees a funding model, which will be based on 3 pillars (but will be determined after the conclusion of the pilot activity):

- Project funding,
- Private funds, and
- Membership fees by (S)IL members.

This model will insure the financing of the set-up activities beyond the project implementation.

However, as the decision makers have not committed to supporting the (S)IL at its current location, there is a risk of having to ensure an alternative location, which needs to provide the requirements specified in this document, to ensure the high quality of (S)IL operation.

### **2. Risk assessment**

As the Municipality of Maribor is foreseen as the main actor within the planned activities, the main risk derives from their side, namely – lack of funding, or discontinuation to provide the current location for conducting the activities.

In case the decision makers do not support, or decide to redraw support during the crucial phases of the project implementation, the activities may come to a standstill.

### **3. Risk mitigation measures**

As the Municipality of Maribor is an active project partner within the NGS project, their activities are aimed at dissemination and awareness rising of the importance of the NGS project and its implementation in order to ensure the continuation of the municipal decision makers' support.

The project partner team from the Municipality of Maribor has provided their best effort to ensure the prolongation of activities at current location; however,



the change in city administration may have caused difficulties in achieving such a prolongation. No obvious guaranteed suggestions can be made at this point, except for awareness rising of decision makers in regards to the importance and impact of the (S)IL and the preservation of the current location for the implementation of its activities.

#### **4. Post-implementation operations and maintenance**

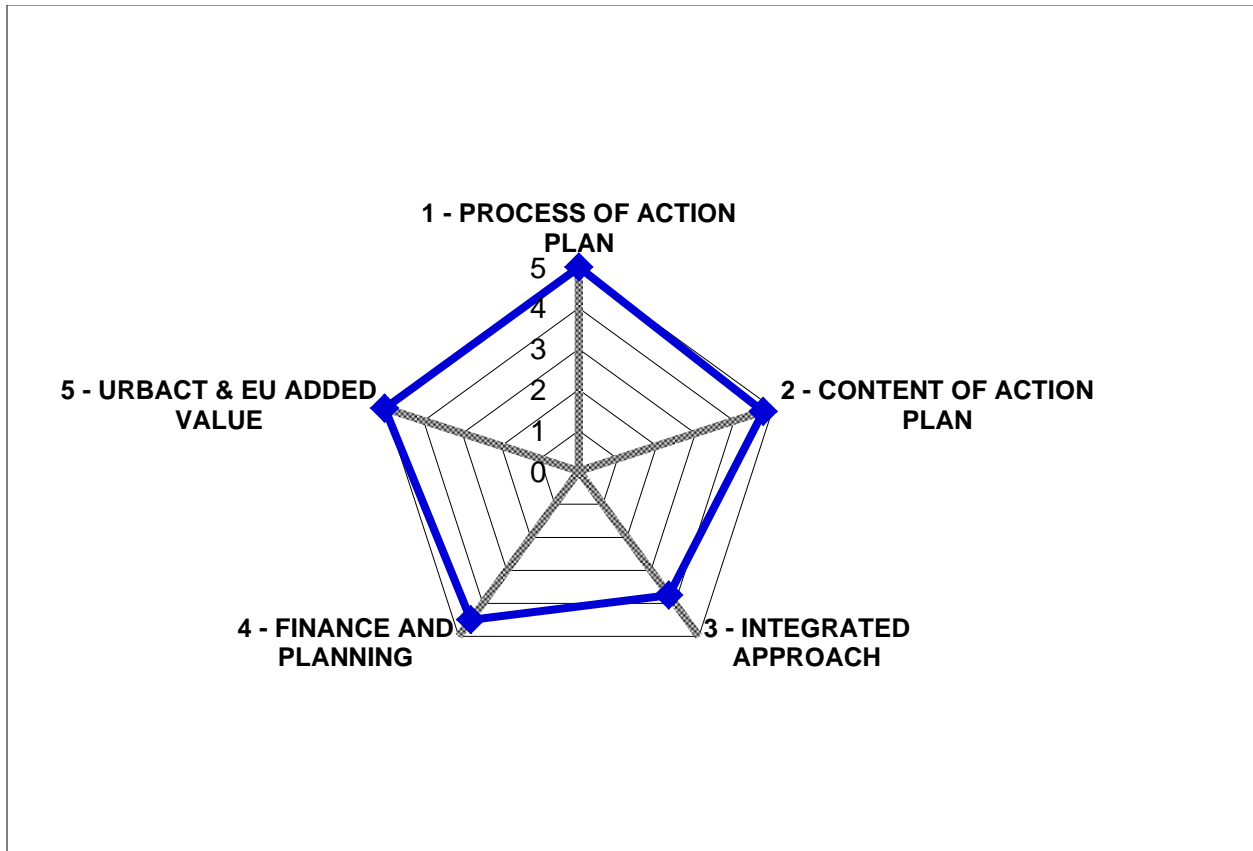
After the implementation of the project, both project partners: Municipality of Maribor and PRIZMA will keep the Dynamic Learning Package and (S)IL active through their upgraded activities and support offered to the youth.

PRIZMA will continue with providing the content for the activities and ensuring the provision of knowledge by experts according to their business model, while the Municipality of Maribor will insure the physical location where the activities will be carried out at a level demonstrated within the pilot activities. However, the physical location must provide the described parameters, which were proven to be important for the implementation of the (S)IL throughout the pilot activities.



## VII. Local Action Plan Assessment and Indicators

(Please present the results of the spider grid according to your self-assessment. The Excel matrix is presented in Appendix 1.)





## VIII. Signature

Date: \_\_\_\_\_

Signature: \_\_\_\_\_

Stamp of the organisation (if available):



## Appendixes:

### Appendix 1: Self-assessment matrix

<b>Instructions</b>	For each indicator (row) complete the score column by entering a score between 1 and 5 where 1 is weak and 5 is strong. You can use the score criteria on the right to see what score to give. Complete the evidence column for each indicator. The radar plot and summary scores at the bottom of the table will be calculated automatically.		
<b>1 - PROCESS OF ACTION PLAN</b>			
Indicators	Score awarded out of 5	Evidence for score - why was the score given -	Indications for scoring
<b>Description of how the action plan was developed with the partners</b>	5	<i>The action plan was developed during workshops held as part of LIAG event, connecting most stakeholders; however, some did not attend the meeting due to prior engagements.</i>	<u>score 1:</u> not addressed <u>score 3:</u> thin description <u>score 5:</u> clear outline of how the ULSG worked
<b>Consultation meetings with stakeholders (who are not part of LIAG)</b>	5	<i>Other stakeholders, which are not included in the LIAG were consulted in the preparation of LCC and YIA, which fed into the preparation of the action plan.</i>	<u>score 1:</u> no meetings held with stakeholders <u>score 3:</u> small number of meetings <u>score 5:</u> meetings held with all stakeholders
<b>1 Total Score</b>	<b>10</b>		
<b>2 - CONTENT OF ACTION PLAN</b>			
Indicators	Score awarded out of 5	Evidence for score - why was the score given -	Indications for scoring
<b>Organisation of document</b>	5	<i>The document follows the logic for setting up and implementing both activities, which can be intertwined and follows the provided inputs of knowledge providing project partner.</i>	<u>score 1:</u> no coherent structure <u>score 3:</u> some structure but no progression <u>score 5:</u> clear logical progression from description of situation to problem analysis to proposed actions
<b>Coherence of objectives with actions and indicators</b>	5	<i>The actions clearly state the involvement of stakeholders which will result in sustainability, and will include risk management, by involving the main local authority – Municipality of Maribor.</i>	<u>score 1:</u> solutions do not have link to problems <u>score 3:</u> not much linkage <u>score 5:</u> solutions and indicators relate clearly to problems
<b>Evidence to support definition of problem</b>	5	<i>The problem and recommendations for its solution are clearly defined in LCC and YIA which were the basis for the preparation of this document.</i>	<u>score 1:</u> no data presented on problem <u>score 3:</u> some data presented <u>score 5:</u> full and comprehensive data presented

<b>Problem analysis</b>	5	<i>The problem analysis was done on a very broad basis, with the focus on locally/regionally specific problems and was part of the LCC that is the basis of this document.</i>	<p><u>score 1:</u> no problem analysis</p> <p><u>score 3:</u> weak attempt at problem analysis</p> <p><u>score 5:</u> clear problem analysis based on evidence from data, causes and effects identified</p>
<b>Option analysis - does the plan show that other options were examined?</b>	3	<i>No other options were looked at, as these two actions were recognized as the ones that are best tailored to suit the identified problem.</i>	<p><u>score 1:</u> no other options looked at</p> <p><u>score 3:</u> options identified but no evaluation</p> <p><u>score 5:</u> different options have been considered and evaluated</p>
<b>Strategic goal with clear objectives</b>	5	<i>The strategic goal is clear and the steps to achieve it follow a logical path.</i>	<p><u>score 1:</u> lack of clear goal and objectives</p> <p><u>score 3:</u> some objectives but lacking clarity</p> <p><u>score 5:</u> clear strategic goal and sub objectives shown in logical format</p>
<b>How well are the actions described? Do they give a clear picture of what is intended?</b>	5	<i>The actions described in this document are complemented by the prepared presentations of the (S)IL model prepared by the PP in charge of providing knowledge.</i>	<p><u>score 1:</u> barely described, just headings</p> <p><u>score 3:</u> some description of what is intended</p> <p><u>score 5:</u> full description including rationale, nature of intervention, anticipated results</p>
<b>Use of indicators to measure anticipated results</b>	5	<i>Milestones were defined, however, the indicators are set in a logical way and by following them, a set of project determined milestones will be achieved.</i>	<p><u>score 1:</u> no indicators</p> <p><u>score 3:</u> indicators are mentioned but targets are not quantified</p> <p><u>score 5:</u> full set of quantified indicators with milestones in specific section of action plan</p>
<b>2 Total Score</b>	<b>38</b>		
<b>3 - INTEGRATED APPROACH</b>			
Indicators	Score awarded out of 5	Evidence for score - why was the score given -	Indications for scoring
<b>Economic, social and environmental factors are looked at together</b>	5	<i>The full scope of sustainability elements were discussed and are included in the action plan concept.</i>	<p><u>score 1:</u> no consideration of other aspects</p> <p><u>score 3:</u> two out of three are addressed (e.g. Social and economic)</p> <p><u>score 5:</u> full integration of sustainable development in both conception of plan and delivery actions proposed</p>



<b>Contributions from range of agencies within the area to the action plan (horizontal partnership)</b>	5	<i>The LIAG is set up of different range of local and regional actors (NGOs, Municipal departments, Start-up supporters, Regional agencies,...) therefore their contributions were insured, except for those that could not attend the LIAG event.</i>	<u>score 1</u> :No engagement by other bodies (i.e. Only local authority involved) <u>score 3</u> : some engagement by other bodies <u>score 5</u> : all relevant departments and agencies are engaged
<b>Contributions from higher levels of government in the action plan (vertical partnership)</b>	5	<i>The municipality, as a project partner, is deeply involved in preparation activities; however, the decision makers at the municipal level are not directly involved.</i>	<u>score 1</u> :no involvement of higher levels <u>score 3</u> :limited involvement of higher levels <u>score 5</u> :higher levels of government have committed to the plan, including financially
<b>Actions from both ERDF and ESF type are included</b>		YES	
<b>3 Total score</b>	<b>15</b>		
<b>4 - FINANCE AND PLANNING</b>			
Indicators	Score awarded out of 5	Evidence for score - why was the score given -	Indications for scoring
<b>Gantt chart showing actions and timetable</b>	5	<i>The timetable is developed, however, not prepared in the visual form of a Gantt chart.</i>	<u>score 1</u> :no clear timetable <u>score 3</u> :rough timetable <u>score 5</u> :fully developed timetable for life of action plan
<b>Detailed financial planning</b>	5	<i>The costs are defined per category, but not yet connected to the budget estimate.</i>	<u>score 1</u> :no costings of individual projects or actions <u>score 3</u> :some costings <u>score 5</u> : projects are fully costed with clear requirements for future years
<b>Identifies and relates to specific measure in ERDF and/or ESF programmes</b>	5	<i>The programmes are identified; however, the actions are not yet linked to the specific measures.</i>	<u>score 1</u> :no identification <u>score 3</u> :programme identified <u>score 5</u> : specific measure and action identified
<b>Financial support</b>	3	<i>The sustainable funding is already envisioned, but will be finalized after the pilot implementation.</i>	<u>score 1</u> :no financial breakdowns at project level <u>score 3</u> :some breakdowns but unclear who pays for what <u>score 5</u> : contributions from different national and regional parties and from ERDF ESF measures identified
<b>4 Total Score</b>	<b>18</b>		



5- EU ADDED VALUE			
Indicators	Score awarded out of 5	Evidence for score - why was the score given -	Indications for scoring
<b>There is an explicit link to exchange and learning activities</b>	5	<i>The ULSG member was presented the LIAG meeting and has disseminated the gathered knowledge.</i>	score 1: no link score 3: some links score 5: ULSG members participated in exchange and brought back new ideas
<b>LAP summary translated into English so that other cities can read and review</b>	5	<i>The document was prepared in English language and the translation into the national language will be prepared.</i>	score 1: only available in local language score 3: summaries translated score 5: full version translated
<b>Learning from good practice elsewhere in Europe</b>	5	<i>European good practices were taken into consideration within the LCC preparation.</i>	score 1: no evidence of learning from elsewhere score 3: some evidence of learning but not clear how this features in LAP score 5: evidence of incorporation of best practices in local action plan
<b>LAP has been peer reviewed by other cities</b>	5	<i>No peer review at this point (v.1 - November 29, 2017)</i>	score 1: no peer review score 3: some exchange but no review score 5: time set aside to present and review each other's LAPs
<b>5 Total Score</b>	<b>20</b>		

## Appendix 2: Evaluation of the local (S)IL for Maribor: FEJS(T)SPEJS.

The Local Action Plans define the road towards creating a thriving local innovation environment for the youth, using newly validated tools created through a co-creation process with innovation stakeholders.

Evaluation Factsheet – Local Innovation Lab Pilot Implementation



### Country / City / Project Partners:

Slovenia, Maribor, Municipality of Maribor & PRIZMA Foundation

Date of the document: 31.5.2019

### Local Innovation Lab set up

Innovation Lab in Maribor is called FEJS(T)SPEJS. It is conceived as a **physical space** in location **Tkalski prehod 4, Maribor**, ground floor in a building owned by Maribor Municipality which for the last 5 years offers premises to organizations in the social economy sector. The space in the ground floor of the building was empty for more than a year. However, it has ideal 107m<sup>2</sup> open public (municipal) space with additional 2 multipurpose rooms (23 and 19m<sup>2</sup>) that could be used as small seminar rooms, rooms for individual mentoring etc. The building is located in the centre of Maribor. Maribor Municipality, as NGS project partner, dedicated the space to the FEJS(T)SPEJS activities. The space itself will stay in Maribor municipality management at least by the end of NGS project. It is equipped with furniture, notebooks, free Wi-Fi, cafe & snacks machines, projection screen, projector, air condition, board games and other equipment needed for implementation of the FEJS(T)SPEJS portfolio. Core part of equipment was purchased by PRIZMA Foundation and Maribor Municipality with NGS project funds (equipment). The FEJS(T)SPEJS offers 20-25 workstations that could be easily rearranged and adjusted to different activities (individual work, team work, conference space, etc.) or to the number of visitors/participants. We haven't decided what the legal form of FEJS(t)SPEJS would be in the future. We are planning that **FEJS(T)SPEJS** and its services will be complementing the program of wider, comprehensive and lasting ecosystem for social economy support in Maribor and Podravje region named "SocioLab" that is under development in Podravje region.

IL and IL programs are carried out mainly by the NGS project team members. Due the fact that FEJS(T)SPEJS is opened also in the afternoon every working day Municipality of Maribor provided student, who works at information desk and has also administrative role.

### Local Innovation Lab launch / opening

FEJS(T)SPEJS was launched on 20th of September 2018. The opening ceremony lasted from 15:00 -17:00. It included: a welcome speech by the (former) Mayor of Maribor and the project partners. We



presented what FEJS(T)SPEJS is offering. What is social innovation and social economy. 3 young social entrepreneurs presented their social innovations and good practices through a constructive debate. We also had an interactive kahoot game about social economy and a vision of Maribor 2025, where all the participants had to choose a fitting outcome equal to their values and wishes. It was concluded with a press conference and mingling.

The opening ceremony had a wide range of media coverage.

There were 20 attendees, including Slovenian partners of the NGS project, social entrepreneurs, business sector and youth.

#### Summary about the operation of the local IL in the previous period

IL is open each working day from 10:00 – 19:00 and during the opening time there is a person available at the information desk. It offers 20 – 25 working stations, free Wi-Fi and the open space Coworking in order to assure basic welcoming environment for youngsters to realize their ideas).

#### Description of the services provided in the local IL the previous period

Networking events, Coworking space, community management events, networking and knowledge transfer workshops.

Till May 2019 we carried out 6 Social innovation boot camps in a frame of Dynamic Learning Program and “pitching” for youth participant of boot camp. It is a combination of workshops, mentoring and team work. We also carried out 2 individual counselling sessions for 10 participants in the field of generating and validating ideas and strategic planning. Besides that we organized 2 creative workshops.

#### List the programs organized in the local IL in the previous period



No.	The program organized	Date	Topic and speakers	No. and profile of participants
1	Opening event	20.09.2018	Welcome speech, social innovation and social economy, interactive games, social entrepreneurship - good practices, potential scenarios Maribor 2025.	20 (Slovenian partners of the NGS project, social entrepreneurs, business sector and youth)
2	Networking event - NewPilgrimAge workshop	26.9.2018	Presentation of NGS and activation of youth	33 (general population)
3	Meet & greet with foreign social entrepreneurs	4.10.2018	Presentation of NGS and networking	15 (youth and social entrepreneurs)
4	Social entrepreneurship workshop	10.10.2018	Social entrepreneurship and innovation with experts	16 (youth and social entrepreneurs)
5	OKTOBERFE(J)ST – community event	16.10.2018	Social innovation and microbreweries entrepreneurial personal success stories	14 (youth)
6	Prekarigra – networking event	23.10.2018	Raising social competences through social innovation (game)	26 (youth)
7.	3 digital workshops	October	3D printer training CNC training FUSION training	21 (youth)





8	100% youth city boot camp	5-7.11.2018	Presentation of NGS and networking with youth organisations related to the improving of the situation of youth	12-17 each day (representatives of youth organisations and Municipality of MARIBOR)
9.	Social innovation boot camp – DLP	29.11.2018	1 <sup>st</sup> meeting within the DLP concept	15 (youth)
10.	Social innovation boot camp – DLP	19.12.2018	2 <sup>nd</sup> meeting within the DLP concept	12 (youth)
11.	Social innovation boot camp – DLP	23.1.2019	3 <sup>rd</sup> meeting within the DLP concept	9 (youth)
12.	Social innovation boot camp – DLP	13.2.2019	4 <sup>th</sup> meeting within the DLP concept	17 (youth)
13.	Individual counselling	6.3.2019	Counselling in the field of generating and validating ideas and strategic planning	6 (youth)
14.	Social innovation boot camp – DLP	13.3.2019	5 <sup>th</sup> meeting within the DLP concept	10 (youth)
15.	Individual counselling	27.3.2019	Counselling in the field of generating and validating ideas and strategic planning	4 (youth)
16.	Digital workshop	28.3.2019	Training for the autonomous use of a laser engraver	8 (youth)
17.	Innovation management workshop	3.4.2019	Improving competencies so that local communities can better and more effectively connect and guide local / regional actors in the field of (social)	11 (local authorities)





			<p>innovation, (social) entrepreneurship, and integrates socially innovative solutions into their work (social innovations / innovations to improve services in public sector).</p> <p>To improve the ability to accept the role of facilitator and promoter of social innovation, entrepreneurship and social entrepreneurship, both in the local and transnational context.</p>	
18.	Digital workshop	8.4., 9.4. and 11.4.2019	3 day Training Fejs(t)spejs for Best Engineers	9 (youth)
19.	Meet & Greet social entrepreneurs	10.4.2019	Bilateral meeting of Slovene and Austrian social entrepreneurs	28 (entrepreneurs and youth)
20.	Social innovation boot camp – DLP	17.4.2019	6 <sup>th</sup> meeting within the DLP concept	9 (youth)
21.	Digital workshop	18.4.2019	Training for the independent use of the CNC milling machine	8 (youth)
22.	Digital workshop	15.4. and 29.4.2019	2 day workshop for making wooden fan	4 (youth)
23.	Creative workshop (1 <sup>st</sup> part)	8.5.2019	“From 0 to 3000 ideas and then to right one” - to encourage young people to innovate (from recognizing the needs of the environment, generating	9 (youth)



			socially innovative ideas, evaluating ideas ...) which enables social innovation, solving local challenges, and consequently encourages young people to enter the independent path of entrepreneurship and social entrepreneurship, which represents the potential for creating new jobs and the sustainable development of the local environment	
24.	Creative workshop (2 <sup>nd</sup> part)	15.5.2019	““From 0 to 3000 ideas and then to right one” - to encourage young people to innovate (from recognizing the needs of the environment, generating socially innovative ideas, evaluating ideas ...) which enables social innovation, solving local challenges, and consequently encourages young people to enter the independent path of entrepreneurship and social entrepreneurship, which represents the potential for creating new jobs and the sustainable development of the local environment	17 (youth)
25.	Pitching	22.5.2019	Young boot camp participants “Pitching” their ideas in front of the jury consisting of LIAG	16 (youth and LIAG members)



			members.	
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**Approximately 385 young people and representatives of youth organizations as well as local authorities and social entrepreneurs participated at the events.**

#### Analysis of the programs organized in the local IL

After the opening event we tried to organise programs and events that would attract a wide spectre of youth, but we found it difficult, because there are many similar programs/activities and events on similar topics. We are still working towards our target number of participants. We got the best positive feedback from programs that included social innovation and entrepreneurship. So far the best outcome came from interactive methods, informal networking with refreshments (catering) and public debates (through social media).

From November 2018 till April 2019 we carried out 6 Social innovation boot camps and 2 individual counselling sessions in a frame of Dynamic Learning Program. We have confirmed our expectations that it will be difficult to attract and retain 20-25 young people. Despite the smaller number of participants, it is positive that they regularly and actively participate and have an interest in social entrepreneurship. They also attend other events with similar content organized in Fejstspejs, e.g. creative workshops. Overall young participants expect short, interactive programs with an attractive award(s).

#### Analysis of the participants of the IL programs

Despite the (expected) small number of young boot camp participants, it is positive they are returning. Participants are diverse: secondary school students, faculty students, unemployed youth and, with the help of DLP program at the end of it, also self-employed ones.

### Appendix 3: Executive summary – translated into Slovenian language

Projekt: NewGenerationSkills  
Lokalni akcijski načrt za Maribor

V okviru projekta NewGenerationSkills (dalje: NGS), v katerem sta kot projektna partnerica sodelovala tudi Mestna občina Maribor (dalje: MOM) in Fundacija Prizma (dalje: Prizma), je bila izvedena raziskava o potrebah mladih na področju kreativnosti, inovacij, razvoja potencialov in zaposljivosti mladih. Na podlagi raziskave so bile pripravljene pilotne aktivnosti, v okviru katerih so se preverjali ukrepi, ki bi zagotovili spodbujanje lokalnega družbeno inovacijskega okolja ter vzpostavili lokalni družbeno inovacijski laboratorij FEJS(T)SPEJS, ki bo nudil podporo mladim pri razvoju podjetniških potencialov.

Rezultati izvedbe pilotnih aktivnosti so potrdili potrebo mladih po vzpostavitvi laboratorija za (družbeno) inoviranje in izvajanje celovitega dinamičnega/modularnega paketa usposabljanja mladih. Priporočila Lokalnega akcijskega načrta se naj upoštevajo tudi pri pripravi naslednjega Lokalnega programa mladih v mestni občini Maribor za obdobje 2016-2021.

Aktivnosti	Čas izvedbe	Odgovorni	Vključeni deležniki	Stroški	Namen
Priprava poslovnega modela Fejs(t)spejs	Junij / julij 2019	Fundacija PRIZMA (poslovni načrt)	MOM, LISS, uporabniki	Predvideni stroški vzpostavitve in delovanja laboratorija in izvajanja aktivnosti	Vzpostavitev družbeno inovativnega laboratorija za Maribor/Podravje
Zagotovljena lokacija družbeno inovativnega laboratorija	Od junija 2019	MOM (zagotovitev primernih prostorov)	Fundacija PRIZMA (specifikacija prostora)	Stroški vzpostavitve in delovanja	Zagotavljanje prostora za spodbujanje družbene inovativnosti
Zagotavljanje tehničnega osebja za izvajanje vsakodnevnih aktivnosti	Od junija 2019 naprej	Fundacija PRIZMA (definiranje profila osebja, financiranje po poslovnem modelu)	MOM (zagotavljanje tehničnega osebja)	Stroški tehničnega osebja	Delovanje laboratorija
Zagotavljanje storitev družbeno inovacijskega laboratorija	Od junija 2019 naprej	Fundacija PRIZMA (vsebine družbeno inovativnega laboratorija)	LISS (nove družbeno inovativne vsebine)	Stroški tematskih aktivnosti laboratorija (vključno z osebjem)	Zagotavljanje trajnosti laboratorija
Zunanji tematski strokovnjaki za izvajanje relevantnih vsebin	Od junija 2019 naprej	Fundacija PRIZMA (izvajanje vsebin, financirane po poslovnem modelu)	LISS (zagotavljanje in validiranje aktivnosti in znanj)	Stroški tematskih strokovnjakov	Zagotavljanje kakovosti podpore mladim