

2019

Operational Implementation Framework

URBINCLUSION

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OIF CONTENT

1. Introduction & Context	4
2. Local assessment of baseline position – main goals at the start of the project	6
2.1. Main elements of Azory housing estate	6
2.2. Institutional context and governance.....	18
2.3. Main assets, resources, weaknesses and threats	22
2.4. Local stakeholders, local networks.....	23
2.5. Dimensions and scope of social exclusion and poverty.....	24
3. Outline Implementation Plan and Barriers to Implementation	27
3.1. Summary of Azory Local Implementation Plan.....	27
3.2. LOCAL IMPLEMENTATION PLAN –	29
3.3. List of Actions indicated in Local Implementation Plan & barriers in implementation of actions	29
4. Response to the Implementation Challenges	38
4.1. Challenges indicated in Azory in the beginning of the URBinclusion Project.....	38
4.2. Key challenges indicated during the implementation of the URBinclusion project in Azory	43
5. Learning Journey	57
5.1. Learning Journey road map.....	57
5.2. Learning Journey movie	59
5.3. Learning Journey synthesis.....	59
4. Synthesis of OIF	60

4.1.	Achieved outcomes of the project and implemented actions	60
4.2.	Important learning points and lessons for the future	64
4.3.	URBinclusion – Kraków’s Hints and Tips	65

1. Introduction & Context

Azory housing estate was in 2013-2015 object of the project USER- Changes and conflicts in using urban spaces implemented in the frame of URBACT II programme.

USER project became the precursor and complementary to the rehabilitation program of the housing estate in the city of Krakow. The result of 2,5 year works with the Urban Local Support Group constituted of local stakeholders was the Local Action Plan. The subject of this USER project was principally spatial planning issues. However during diagnosis making and ULSG meetings it was clear that social problems are an important issue in that area. Despite they were not the main problematic of the LAP elaborated in the frame of the USER project they occupy a very important place.

The objectives represent a spectrum of activities that correspond with the city budget – in fact they do not represent any new, separated domains. The idea is to prioritize certain activities and extract appropriate sources, allocating them to the needs of integrated interventions in delimited, areas of regeneration. A very important issue is to reinforce the local civil society, to involve the city inhabitants in the public activities for the urban development and to increase the social participation of the inhabitants in improving the quality of life in their neighborhood.

Local Action Plan for Azory housing estate is an integrated urban strategy, that has to be operationalized at the local level. The essence of revitalization is to apply integrated, rather than selective and random interventions in the most affected parts of the city such as Azory. This requires unprecedented level of coordination and interdisciplinary cooperation and an effective management system.

Another goal of this Local Action Plan is to find ways to ensure that the available policies and associated funds support the implementation of developed projects, and to assure to be in line with strategic programmes and projects already implemented in the City of Krakow.

A very important issue is to create the local civil society, to involve the city inhabitants in the public activities for the city development and to increase the social participation of the city inhabitants in improving the quality of life in their neighborhood. The objective of this LAP is to bring together the various local players to find a way to act together creating vibrant and successful mixed-use district, ensuring that the users are able to access existing and new opportunities arising as a result of LAP implementation.

For that reason the participation of the City of Krakow in the URB-INCLUSION project in the frame of URBACT III Programme was a great opportunity to implement the actions identified during the elaboration of LAP in USER project.

During the process of implementation of these actions the Krakow team encountered several barriers and faced challenges defined by the URBACT team. The present document is our Operational Implementation Framework which illustrates our journey through project implementation and our approach towards these barriers and faced challenges.

It's composed by following components:



2. Local assessment of baseline position – main goals at the start of the project

At the turn of the 20th and 21st centuries, significant changes took place in housing estates. These changes concerned the demographic structure of the residents and the ageing of the housing stock. Problems with managing large housing estates are encountered primarily by large Polish cities. In Krakow, housing estates built in the large panel system technology are homes to 286,713 people, which is 40% of all residents in the city. Despite their significant share in the housing stock and the demographic potential, the issue of revitalization of large housing estates is often omitted or neglected in the local and municipal revitalization programmes of Polish cities. Krakow, as the only large city in Poland, tries to integrate revitalization activities, which is visible in the city's strategic documents.

Azory estate is one of the biggest housing units in Krakow and it has been indicated as one of the most deprived areas compared to other large housing estates. As a residential urban area, the Azory estate is a heritage of urban policies of the socialist time. It is a big housing unit with homogenous functions (mostly housing). There is a need to revive the actions that are taken in Azory in order to create new urban and social functions in this part of the city.

It is important to transform Azory from a mono functional area to a multifunctional one, to incorporate new functions to the traditional residential one.

2.1. Main elements of Azory housing estate

The Azory housing estate is located in the IV Prądnik Biały district and is one of the biggest residential housing estates built in Krakow after 1945. The Azory estate has been built on the area of the former suburbs of Krakow. It is located near the strict city centre, about 4 kilometres from the Main Market Square.

After the construction of 72 blocks of flats in the years 1962-1977 using the large-panel method, the area became dominated by multi-family housing. The area is inhabited by 14,000 residents, (1.8 % of Krakow's population). It is also one of the biggest housing estates in Krakow.

Spatial context

Azory has been constructed as a typical mono-functional 'sleeping district', with ineffective use of space. The estate is dominated by large housing blocks built using the large-panel method. However, we can still observe the surviving old single-family houses.

Until the mid-1960s, this area was dominated by single-family housing (currently almost 15% of the area), yet after the construction of the Azory housing estate with its 72 blocks of flats, the area became dominated by multi-family housing (over 30% of the area).

Shops and services are located in the big building on Elsnera street or in small buildings dispersed around the entire area of the Azory estate. Public services, such as: a primary school, a secondary school, kindergartens, a nursery, health care centres are also situated there. There are also public areas within the estate, such as: Wyspianskiego and Krowoderski parks, located in the Western part of estate, accompanied by green areas among the buildings.

Demographics and social characteristics of the estate

The analysed area of the housing estate is home to 14.000 residents, which constitutes 5 % of the Krakow's population living in large housing estates.

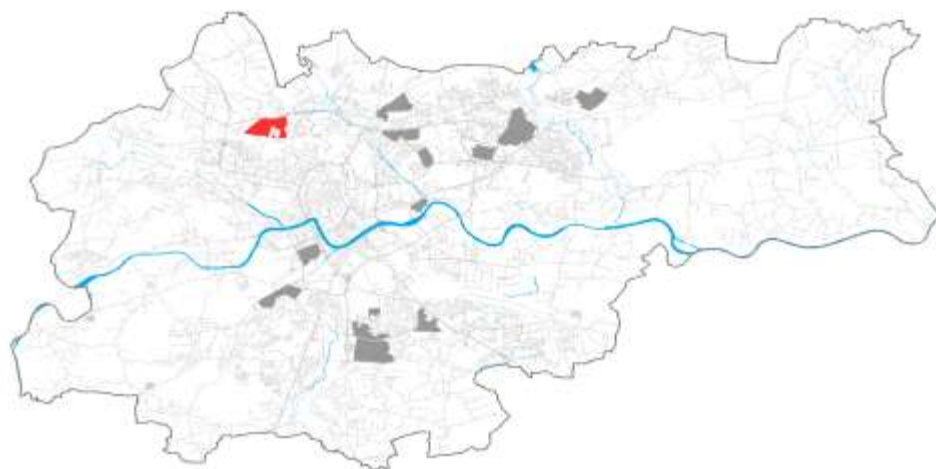


Fig. 1. Azory estate located in the city of Krakow

Source: own studies

Tab.1. Main data concerning Azory estate in 2016.

		Azory estate	City of Krakow
Spatial data			
1	Period of construction	years 1962-1977	-
2	Number of buildings	72 blocks	-
3	Area of the estate	0.67 km ²	-
Demographic data			
1	Number of residents	13,109	762,448
2	Density (person/km ²)	19,681	2,135
3	participation of population in post productive age (women >60, man > 65 years old)	27.9	24.19
4	% unemployed in the economy active population	5.85	4.65

Source: own studies, based on the Krakow's Municipal data.

Fig. 2.



Biggest block of flats in Azory



Small stands with fruits and vegetables



Youngs (often jobless) occupying benches and pavements, drinking beer, swearing, screaming...



Public spaces badly maintained



No outdoor meeting and leisure area of good quality:



Rapid ageing of the population is one of the main demographic problems in the Azory neighbourhood (Table 1; Fig.3 & Fig.4.). The share of children below the age of 10 is less than 6 % of the general population. At the same time, there is a high share of the population aged 60+, which is 27.9 % – higher than average in Krakow. There is also a significant problem of poverty, disability, long-term unemployment and a high percentage of people using social assistance, comparing to other districts of Krakow (Table 2).

Tab.2. Poverty in District IV (district where Azory are located) in comparison with the City of Kraków

The reason for the difficult life situation	District IV – (number of residents: 67,141)		Krakow – (number of residents: 766,739)	
	Number of affected residents	Percent in reference to all residents of District IV	Number of affected residents	Percent in reference to all residents of Krakow
Poverty	1,377	2.05 %	12,649	1.65%
Disability	989	1.47 %	10,521	1.37%
Unemployment	1,341	2.00 %	9,632	1.26%

Source: own studies.

Fig. 3. Share of inhabitants of Azory estate in the pre-working age

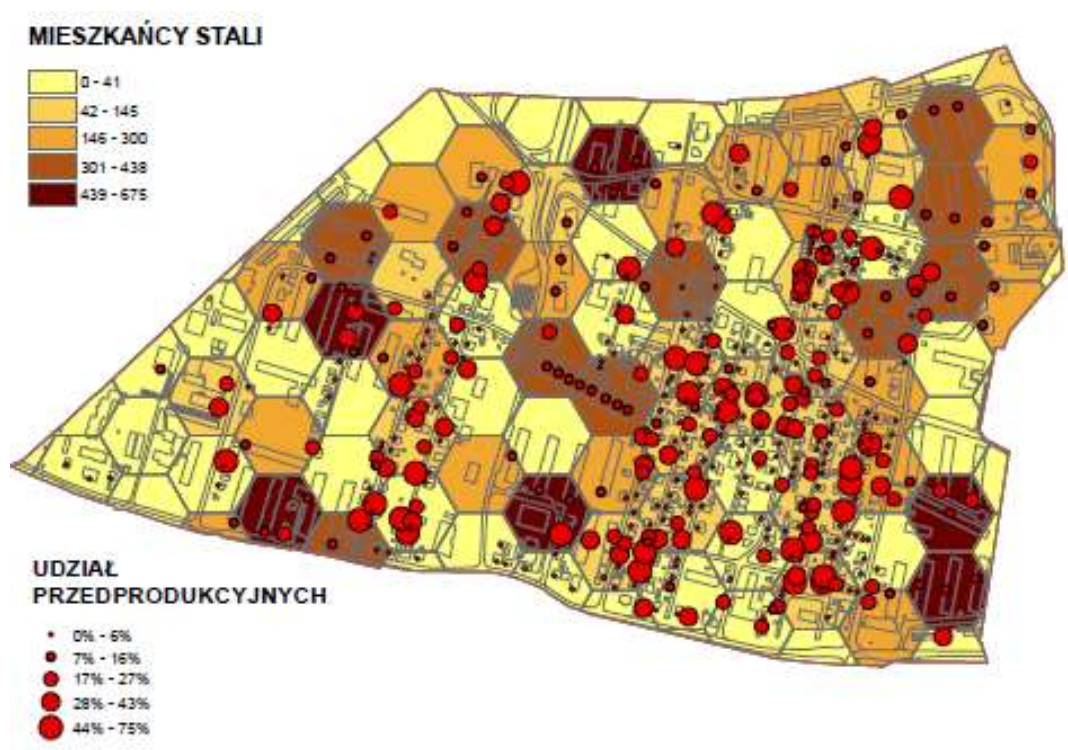
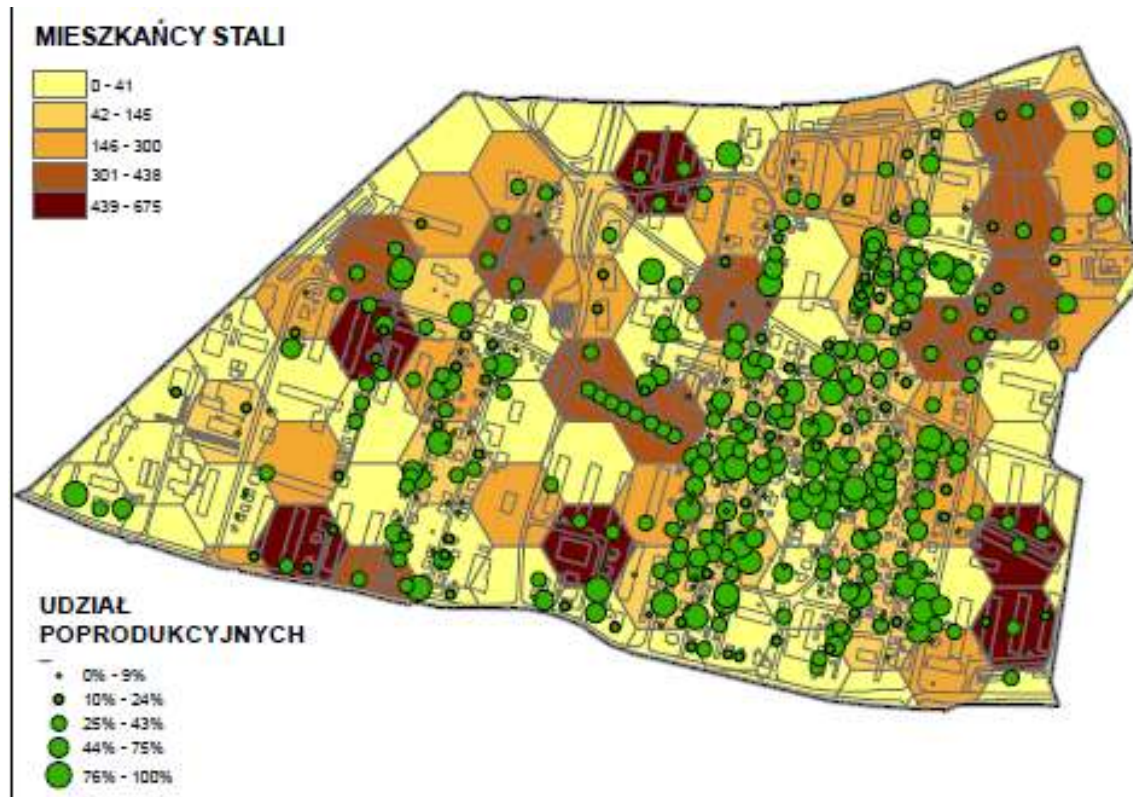


Fig.4. Share of inhabitants of Azory estate in the post-working age



Accessibility

The housing estate is situated about 4 kilometres from the Krakow's Main Market Square. The housing estate has a bus terminus operated by the Krakow's MPK, offering a relatively high number of connections. The Azory bus terminus also sports a Wavelo city bicycle rental station. The housing estate lacks direct tram connections with the city centre; a tram line is planned to be built by 2019.

Accessibility of major public services, which is measured by the walking distance (650 metres corresponds to 10 minutes of walking on foot) indicates that all residents of the Azory housing estate have a good access to a nursery, primary school, healthcare provider. Accessibility analysis of public transport bus stops showed that the walking distance to a bus stop is up to 5 minutes.

The biggest demographic problem is the problem of the aging of block housing communities, which, however, should be treated mainly as a challenge. It is advisable to invest in social activities aimed at including older people in the neighborhood housing estate. Older people are often strongly associated with the housing estate and can play an important role in strengthening neighborly bonds.

Crime rates on settlements are relatively high, the estate's reputation is bad, also the sense of security among the inhabitants of the Azores settlement is relatively low compared to other districts of cities. Therefore, it would be advisable to carry out activities aimed at improving the sense of security.

Monofunctional urban space is also big challenge in the organization of social activities on the estate. There is a need for accessible, well organized center for inhabitants.

2.2. Institutional context and governance

Programming documents concerning revitalization of the large housing estates in Krakow

In Krakow, the topic of revitalization of large housing estates is indicated in the city's strategic documents, i.e.: Krakow's Development Strategy, Rehabilitation Programme of Block Infrastructure of Housing Estates in the Municipality of Krakow and the Report on the conditions and intended

purposes of land development in the City of Krakow. Krakow is the only large Polish city that has a separate document that refers to the rehabilitation of block housing estates directly, i.e. the Rehabilitation Programme of block Infrastructure.

In 2010, based on the existing strategic documents, the Principles of the rehabilitation programme of block infrastructure of housing estates in the municipality of Krakow have been drawn up¹, in which a preliminary selection of estates for rehabilitation was made. A preliminary analysis of the development conditions was performed for the selected areas, and it was proposed to set the grounds for initiating rehabilitation processes. The methodology indicated in the Principles of the rehabilitation programme was a starting point for a document "Multi-criteria analysis of 19 block housing estates within the Municipality of Krakow"².

Based on the recommendations of the "Multi-criteria analysis of 19 block housing estates.." Azory has been selected as one of the 3 estates that are the subject of the pilot Programme of Rehabilitation of Large Housing Estates. It means that in Azory estate a set of tailor-made measures will be chosen, redesigned and implemented. The main coordinator of the undertaken actions is the Municipality of Krakow (through its departments or institutions).

Institutions important for the social aspects of revitalization in Azory

The institution that is responsible for the social aspects of revitalization in Krakow is **the Municipal Social Welfare Centre (MOPS)**.

Municipal Social Welfare Centre plays a special role in combating poverty. It performs the social welfare tasks of the city and those ordered by the governmental administration. It carries out the tasks of the Municipality of Krakow, in particular in the scope of:

- 1) social assistance;
- 2) supporting the family and foster care system;
- 3) counteracting domestic violence;

¹ *Principles of the rehabilitation programme of block infrastructure of housing estates in the Municipality of Krakow*, Instytut Rozwoju Miast (Cities' Development Institute, Krakow 2010; resolution no. CXV/1587/10 of the City Council of Krakow of 03 November 2010

² *Multi-criteria analysis of nineteen block housing estates within the Municipality of Krakow*, 2011, Jeżak J., Nejman M, Wierzchowski M., Cities' Development Institute, Krakow

- 4) social employment;
- 5) vocational and social rehabilitation of disabled people.

For the purposes of social activation and measures intended to resolve the problems of the local community and to improve the cooperation between the local government administration authorities and the institutions, the Municipal Social Welfare Centre in Krakow implements local activity programmes within the systemic project “Time for action” (“Pora na aktywność”). The local activity programme implemented by local animators is addressed to persons from a specific environment or members of a given community. It means that activation measures addressed to persons living within a certain area, e.g. a district or a housing estate, may be run.

The purpose of local activity programmes is to integrate and activate local communities or groups of persons with similar problems, which has not undertaken effective measures to improve mutual relations and life quality to date, to prevent marginalisation and exclusion, to improve qualifications and competences of the residents, to increase the feeling of identification with the place of residence. In 2016, there have been 14 local activity programmes in operation, including 1 that was a task commissioned to a non-governmental organisation.

Local Activity Programme in Azory is run by a Local Activity Point, which employs both social workers and streetworkers (volunteers).

The employees of Social Welfare Centre (MOPS) who run the programme assist the residents in implementing neighbourhood initiatives and other activities that improve relations among the neighbours and the quality of life. Within the Local Activity Programme in Azory, there are workshops and integration events organised, coupled with counselling and individual support in the area of improving life skills and social and professional skills, organising voluntary work, social competence and skills workshops, educational workshops for parents, computer classes.

Children Friends Society (Towarzystwo Przyjaciół Dzieci) is an organisation that cooperates with the public administration by implementing the tasks commissioned by the public administration (that is ones commissioned by MOPS). Krakow’s Children Friends Society runs 12 Community Centres (daytime support centres) for children and teenagers, an adoption centre, an integrated nursery, psychological assistance centre; it runs occupational therapy workshops and organises summer and winter holidays for children.

Seniors Activity Centre is a place where seniors can both meet other seniors and receive information about the initiatives undertaken with them in mind in all Krakow’s districts. It is a place that activates and integrated Krakow's seniors and serves as a platform of cooperation for the organisations and

institutions that act to the benefit of the seniors. The Centre is run by seniors - volunteers. The SAC in Azory welcomes about 60 during classes every day (the room sits up to 20 persons, classes take place about 3 times per day, 2 hours each). 110 persons are signed up permanently.

The most popular classes are: computer classes, photographic classes, dancing, gymnastics, handicraft; outings and trips, lectures and discussions on topics of interests for the seniors as well as occasional events are also organised.

Events integrating children and elderly people realised by Seniors Activity Centre and Local Activity Point



2.3. Main assets, resources, weaknesses and threats.

Problems of the Azory estate were diagnosed in the existing municipal documents by on-site observations as well as through dialogue with the local community during the meetings of the ULSG during USER project.

MAIN ASSETS (What we have)	RESOURCES (What we can obtain)
<ul style="list-style-type: none"> · municipal organisation framework: well established organisational structure · public administration human resources · legal framework for social actions · strategic plan – Krakow Revitalization Program, LAP · municipal-owned space and buildings · access to data (quantitative) & information · established ULG (from USER project) as the core group 	<ul style="list-style-type: none"> · local society: engineers, teachers, artists, physicians, lawyers etc. · local NGOs · local leaders and activists · municipal budget, external financing options · stakeholders' individual competences · funds from EU and Participatory Budget
WEAKNESSES (What are our problems)	THREATS (Our fears)
<ul style="list-style-type: none"> · legal overregulation · formalized procedures/budget rigidity · hierarchical decision-making structure of public administration · lack of qualitative data · lack of common project/process-oriented education · rapid ageing population, · negative image of Azory estate, · monotonous, monofunctional space relatively high share of unemployed for more than 1 year among inhabitants · lack of common shared place for operating institutions/NGOs 	<ul style="list-style-type: none"> · lack of trust between the stakeholders and the municipality – negative attitude · lack of financial innovations · long-time perspective with little short-time effect · self-organisation of local society based mostly on criticism (against) rather than target-oriented · low sense of security for inhabitants,

2.4. Local stakeholders, local networks.

The Azory housing estate is a quarter with mainly inhabitable function. There are not many enterprises or services there; the area is dominated by small shops. This is why the Local Support Group should be represented mainly by the local residents themselves or through organizations acting in the area (for the seniors, the persons with disabilities, helping the children, etc.).

Taking into consideration the nature of the problems/challenges in the neighbourhood, the following actors were invited to take part in the ULG:

- leaders of local communities (representatives of the residents, acting actively in the statutory bodies of housing cooperatives, housing associations, social organisations active within the housing estate area, etc.)
- representatives of the commercial entities (such as private kindergartens) operating within the housing estate area
- representatives of the units and institutions of social infrastructure, such as schools, universities, welfare homes, culture centres, sport organisations
- representatives of the Municipal Social Welfare Centre, streetworkers
- Psychological Crisis Intervention Centre
- Local Activity Point and Senior Activity Centre
- representatives of the selected departments of the Municipality responsible for the functioning of the municipal and council infrastructure (depending on the need: The Directorate of Infrastructure and Transport, City Communication Company, Architecture and Urban Planning, Environment Department, Housing Department...)
- councillors of the City Council of Krakow and councillors of the District Council (District number IV)
- representatives of the institutions responsible for security (Police, City Guards, Fire Services)
- experts: representatives of professional organisations or associations, experts from University (Sociology Institute)

2.5. Dimensions and scope of social exclusion and poverty.

The analysis of the social exclusion of the residents of Azory was conducted based on the situation within other large housing estates in Krakow. The description of complexes of housing estates in Krakow was prepared based on the data used in the Municipal Revitalization Programme of the City of Krakow. The social situation indicator takes into account the following features indicated in table 3.

Table 3. Data analysed for the social situation

	Azory Housing Estate	Average for similar housing estates in Krakow	Average for Krakow
share of women aged 60+ and of men aged 65+ in the population in 2016 (%)	27.94	27.91	24.19
share of unemployed for more than 1 year among those professionally active in 2015 (%)	2.88	2.11	2.13
number of housing benefits granted per 1,000 residents in 2015	27.5444	14.42	13.25
number of evictions ordered per 1,000 residents in 2014	7.00	2.11	2.31
number of persons taking advantage of social welfare aid per 1,000 residents in 2015	72.67	43.71	46.58
number of offences per 1,000 residents in 2015	5.6243	5.96	10.47

Source: own studies based on Municipal data 2015, 2014.

Taking into account the features of the communities residing in housing estates, a ranking of housing estates was prepared, focusing on the degradation in the social situation. Taking into account the data presented in Table 3, we can state that the Azory housing estate has indicators that are decidedly lower than the average values in the city and in the Krakow's large housing estates. The number of social benefits provided in the Azory estate varies from 4 to 55 in different parts of the housing estate.

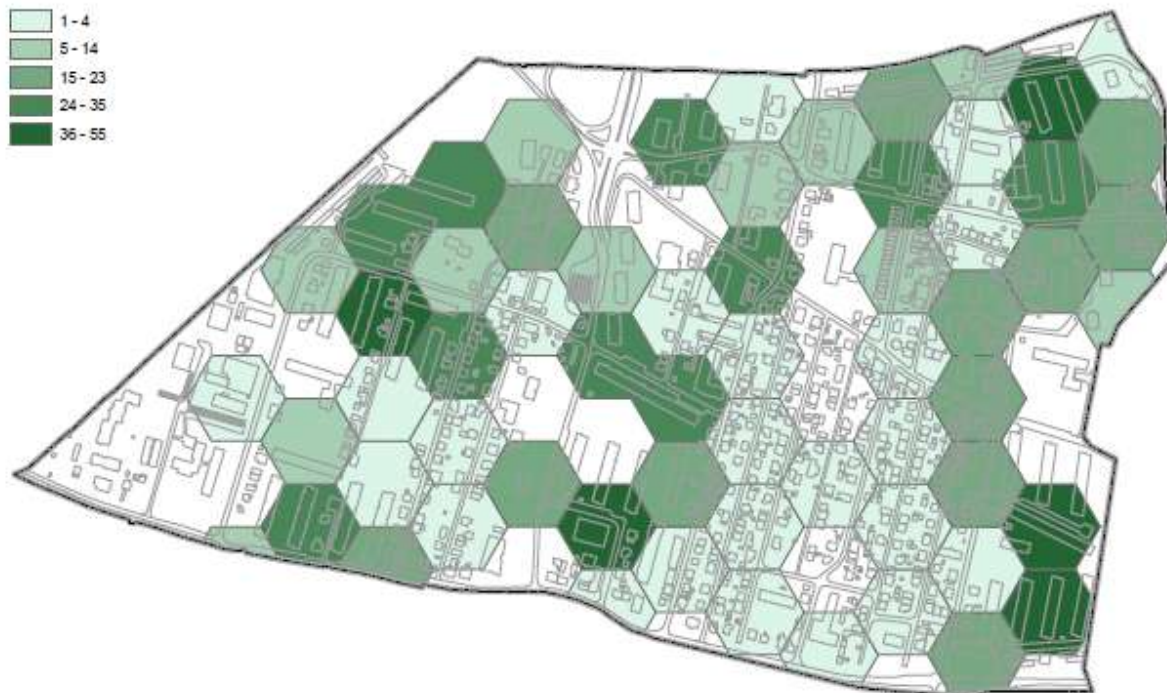
The available social indicators show that the housing estate requires support in the area of activities addressed to seniors, improving vocational activity of the residents and improvements in security. A relatively large percentage of residents that use social welfare assistance also indicates that it is necessary to strengthen various forms of welfare assistance.

Fig.5. Number of social benefits provided on the Azory estate

Legenda

ŚWIADCZENIA SPOLECZNE

- 1 - 4
- 5 - 14
- 15 - 23
- 24 - 35
- 36 - 55



3. Outline Implementation Plan and Barriers to Implementation

3.1. Summary of Azory Local Implementation Plan.

The aim of the document is to create a cooperation platform in the estate and to enable an implementation of social activities carried out with the participation of local communities.

The overall goal of the strategy will be realized through a series of actions implemented in the physical and social sphere, which will aim at improving the quality of life of the residents of the Azory estate and will contribute to the development of an inclusive society.

Activities addressed directly to the residents are intended to involve the residents in the life of the estate, improve security in the area and reduce poverty. The activities will allow integration of the local community by strengthening local identity or neighbourly cooperation. Improvement of security in the estate will be realized through cooperation with streetworkers and through increasing the number of city guard patrols. The activities aimed at reducing poverty will be pursued through improving professional activity of the residents, organising workshops for the residents and activities associated with social economy.

This area was also the subject of the project USER- Changes and conflicts in using urban spaces implemented within the URBACT II programme. The USER project became the precursor and complementary to the rehabilitation programme of the housing estate. The result of 2.5-year works with the Urban Local Support group constituted of local stakeholders was the Local Action Plan. The subject of this USER project was more spatial planning issues. However during diagnosis making and ULSG meetings it was clear that social problems are an important issue in that area. Despite they were not the main problematic of the LAP elaborated in the frame of the USER project they occupy a very important place in our LAP.

One of the main actions involves creating **a platform for the cooperation of institutions** working in the Azory estate. Actions realized within the Local Support Group allow identification of basic problems which the institutions working in the estate face; they will also make it possible to create a communication platform to coordinate the activities realized in the estate. The identified institutions will be able to undertake common activities within the planned Local Activity Centre.

The need **to create a Local Activity Centre** emerged during the meetings taking place in the area of the estate during the realization of USER project, URBACT project carried out between 2013 and 2015. The need was confirmed during the first meetings of the Local Support Group organized as part of the URBinclusion project. The Local Activity Centre could become a centre for versatile social integration in terms of institutional activities supplemented with formula self-organizing community implementing the idea of "co-space" ("local community space"). The Centre will be based on the cooperation of the Municipal Social Welfare Centre (within the Local Activity Programme which is being implemented in Krakow), the Psychological Crisis Intervention Centre, including local NGOs, housing associations, private entities, residents' representatives, etc.

One of the results of the meetings organized as part of the communication platform will involve creating a common **project submitted to the Participatory Budget**, which will reflect the most crucial problems of the residents of the estate.

The need for a meeting place in the area of the estate – an outdoor place to organise events and local fests, places of meeting – has also been identified. A meeting place located in the public space is a key component which will enhance the integration of the residents of the estate. The planned **pocket park, created by the Board of Green City Spaces**, will form such a place. Actions in the public space will be also realized within the social garden created in the estate by the Municipal Social Welfare Centre (in the frame of the Local Activity Programme). Creating a box for books has also been planned – an activity realized with the participation of the residents. This activity involves designing and installing a box with books to be lent by the residents.

Actions realized within the social garden will allow the integration of the local community. Integration of the socially excluded groups will be also pursued through educational activities addressed to children in kindergartens and primary schools. Projects directed at children will aim at strengthening local identity.

Integration of the local community will be also realized through the **"Handy neighbour"** initiative – a kind of neighbourly assistance. This action aims at coordinating the exchange process and providing information on the possibilities and types of neighbourly assistance.

The improvement of security in the estate will be pursued through a series of actions realized in cooperation with City Guards, or the Municipal Social Welfare Centre. The initiatives to be implemented in the estate comprise: **additional City guard patrols, Cooperation with streetworkers** in

activities aimed at improving security - MOPS Azory, Cooperation with Municipal Addiction Prevention Centre in activities aimed at improving security. Creating a box for the poor to allow an exchange of equipment/devices needed by the residents, has also been planned.

Actions aimed at reducing poverty will be realized through an improvement of the professional activity of the residents. These actions are associated with occupational guidance, such as: assistance in CV writing, assistance in job search, language courses, computer courses, support for school students in learning, broadly defined occupational guidance by lawyers, specialists from the Crisis Intervention Centre, Municipal Social Welfare Centre, psychologists.

Actions aimed at creating work places within the framework of **social economy** will also be realized.

3.2. LOCAL IMPLEMENTATION PLAN –

Annex of the document as a separate file–version 15.January 2018

3.3. List of Actions indicated in Local Implementation Plan & barriers in implementation of actions

The actions indicated in Local Implementation Plan aims at creating a cooperation platform in the estate and carrying through an implementation of social activities taking place in Azory with the participation of local communities.

Organizing meetings with organizations working in the estate was one of the main stages of creating the cooperation platform. Regular meetings of stakeholders working in the estate should ensured coordination of the activities pursued in the estate. Meetings of a local support group have contributed to the improvement of the cooperation of institutions working so far in the Azory estate.

Activities has been described in the begging of the UrbInclusion project, some of them have been implemented already, some are strategic actions that should be implemented in the future.

Activities addressed directly to the inhabitants aim to involve the inhabitants in the life of the estate, improve safety in the area and reduce poverty. The activities will allow integration of the local community by strengthening local identity or neighborly cooperation. Improvement of safety in the estate will be realized through cooperation with streetworkers and through increasing the number of city guard patrols. The activities aimed at reducing poverty will be pursued through improving professional activity of the inhabitants, organizing workshops for the inhabitants and activities associated with social economy.

OBJECTIVE	RESULT INDICATOR	OUTPUT INDICATOR	ACTIONS	ACTIVITIES TAKEN FOR THE IMPLEMENTATION OF THE OBJECTIVES	LINKS/ ATTACHED FILES ABOUT THE ACTIVITIES	BARRIERS IN IMPLEMENTATION
Objective 1 To increase involvement of the local community in social activities that will strengthen the neighborhood ties of the Azory estate and preventing social exclusion	Increased involvement of inhabitants in the actions organized by city council and NGOs concerning Azory estate	1.a.) Number of inhabitants taking part in events	1.a.) Development of common public space in the Azory estate with inhabitants	<ul style="list-style-type: none"> - opening of the pocket park In Azory estate, - organization of meetings with Local UrbInclusion Group about pocket park, social garden and social centre - local feasts, occasional events (Christmas, 5th anniversary of Seniors' Club), opening of the pocket park - meetings concerning the preparation of the project from the citizens' budget with inhabitants from the Senior Activity Center, 	https://zsm.krakow.pl/aktualnosci/434-projekt-parku-kieszonkowego-dzielnica-iv-pradnik-bialy.html	

		<p>1.b.) 1 joint project sent to participatory budget</p>	<p>1.b.) Creating by the organizations operating in the Azory estate a joint project from a participatory budget corresponding to the needs of residents</p>	<p>- preparation of the project from the citizens' budget with inhabitants from the Senior Activity Center, project is connected with the pocket park</p>	<p>https://budzet.krakow.pl/projekty2018/149-%E2%80%9Custronne_miejsce_-_budowa_toalety_przy_parku_na_azorach.html</p>	<p>Despite the promotion of the project from the civic budget, the project has not received co-financing and will not be implemented in 2018. It is planned to resubmit the project proposal in 2019.</p>
		<p>1.c.) Number of inhabitants taking part in neighborly assistance</p>	<p>1.c.) Handy neighbour - coordination of the exchange process and providing information on the possibilities and types of neighborly assistance.</p>	<p>The aim of the program implemented by the Municipal Social Assistance Center is to provide free help to seniors in small home repairs. It is addressed to people over 60 years old, in the first place lonely and disabled, running a single-person household. The scope of assistance includes minor repairs, which do not require immediate intervention, specialist knowledge or entitlements, as well as not entailing large financial outlays. Repairs are only carried out in the premises that are occupied by the person seeking help.</p>	<p>https://dlaseniora.krakow.pl/aktualnosci/224837,64,komunikat,bezplatna_zlota_raczka_dla_seniorow.html</p>	

		1.d.) 1 common meeting place created for residence (outside or inside), area in m ²	1.d.) Creation of a meeting place for residents	<ul style="list-style-type: none"> - pocket park that was opened in 2019 should play important role as a new meeting place created for residents. - social garden and public place next to social garden has been also used by local stakeholders (Local Activity Point and Senior Center) as a place to organize the neighbor feasts. - several meetings concerning the creation of the social centre were organised 	https://zsm.krakow.pl/aktualnosci/434-projekt-parku-kieszonkowego-dzielnica-iv-pradnik-bialy.html	There are obstacles related with creation of the indoor meeting place due to the lack of the political will and problems with obtaining proper premises.
		1.e.) Number of children taking part in educational activities aimed at strengthening the local identity	1.e.) Educational activities for children in kindergartens and schools aimed at strengthening the local identity in Azory estate	<ul style="list-style-type: none"> - family feast in Azory housing estate June 2018, September 2018, May 2019 - Christmas parties <p>Around 400 people – inhabitants of Azory estate took part in a family feasts and events (integrating young and elderly people)</p>	https://ue.krakow.pl/aktualnosci/223083,229,ko-munikat,festyn_sasiedzki_na_powitanie_jesieni_w_ramach_projektu_urb-inclusion_.html	The attendance in this kind of events could be higher if their promotion was better coordinated. Better promotion of local festivals might result in increased attendance of local inhabitants.
Objective 2 To improve the coordination of the actions that take place in Azory estate	Increased number of action that take place in Azory organised by more than one organisation from Azory	2.a.) Number of members of the institutions cooperating in Azory	2.a.) Identification of members of the institutions cooperating in Azory estate	<ul style="list-style-type: none"> - meetings of URBinclusion ULG, setting up the common goals, - identification of the institution cooperating in Azory, - preparing a resource map of Azory neighbourhood 		

	estate (>5 each year?)	2.b.) Number of meetings of Local Support Group	2.b.) Creating a platform for coordinating the activities of institutions working on the Azory housing estate to develop a common cooperation model(toolbox for the Azory housing estate)	<ul style="list-style-type: none"> - setting up and launching ULG: - 1st meeting of ULG - set up the ULG: inform all partners of the project launch, get them involved, date: 8.12.2017; - 2nd meeting of ULG, 7.02.2018, outcomes of the meeting: creating by the organizations operating in the Azory estate a joint project from a participatory budget corresponding to the needs of residents.; discussion about the Social Center in Azory, presentation of the pocket park project , - 3rd meeting of ULG - concerning the Social Economy project: 6th of April, - 4th ULG meeting with participats of the URBinclusion project during the Krakow seminar 19 of April. - outdoor meetings (feasts) - 5th ULG meeting concernng the coordination of Christmas events - Christmas events -6 th ULG meeting concernng the coordination of all the common events in 2019. 		<p>Lack of common concept of the final shape of the plateform. Should it be more formalised or based on informal human tights and ressources? Maye the ressources map could be the base, the initial point of this plateform. At the end of URBinclusion project the coopereration plateform still works as an informal group of people. However the members are willing to continue their cooperation even after the closure of the URBinclusion project.</p>
		2.c.) 1common meeting place created for	2.c.) Creating a meeting place for institutions Social	-- discussion of the possibilities in gaining available and proper premises for Social Center,		There is a real possibility of gaining a place and funds to adapt the space to meet the needs of the Centre, but

		institutions	centre/house	<ul style="list-style-type: none"> - identification of needs and possible way of coordination the center by the stakeholders during the ULG meetings, - discussion of the possible way to organize the center during the URBinclusion seminar, with the best practices from abroad, - action to go - organizing the meeting of decision makers with institutions operating in the Azory. The aim of the meeting is to make decision makers aware of the need to create a social center . 		<p>there are problems with finding the political support for the Local Center. There are also different needs indicated by different stakeholders, so the issue of managing and financing the Centre in the upcoming years is still open.</p> <p>Lack of consensus concerning the funding and organisation of functioning of the centre. Political decisions concerning the eventual use of the potential building/rooms.</p>
		2.d.) 1common meeting place for outdoor events	2.d.) Creating a place for activity for outdoor events (pocket park)	Pocket park and social garden The newly opened pocket park might be a new common meeting place for inhabitants of Azory estate.		The problem can be the involvement of people taking care of the social garden. People are coming where an action is launched by the Local Activity Point but we can observe a lack of spontaneous actions undertaken by the inhabitants themselves and the day-by-day care of the garden.
<p>Objective 3</p> <p>To increase public safety alongside residents' perceptions that the Azory estate is safe</p>	<p>Increased % of inhabitants indicating the housing estate as a safe place to live (>...%)</p>	3.a.) Number of City guard patrols	3.a.) Additional City guard patrols ,	<ul style="list-style-type: none"> - meetings with Police and Fireman during the Azory festivals (picnics), - meetings with Police in the Senior Club, 		
		3.b.) Number of streetworkers working in Azory estate	3.b.) Cooperation with streetworkers in activities aimed at improving safety ,	<ul style="list-style-type: none"> - meetings and cooperation with Streetworkers working at Local Activity Point during the Azory picnics and Krakow workshops, 		

		3.c.) number of awareness campaigns delivered by the Municipal Addiction Prevention Center	3.c.) Cooperation with Municipal Addiction Prevention Center in activities aimed at improving safety	Not started Sprawdzić czy faktycznie nie było jakiś działań podejmowanych + dopisać ewentualnie inne działania		
Objective 4 Combating poverty	Increased number of inhabitants at risk of poverty or social exclusion who, after completing their participation in the project, that have taken up social or professional activity (>) Baseline 2017.... Target 2020	4.a.) number of inhabitants taking part in neighborly assistance	4.a.) Handy neighbour - coordination of the exchange process and providing information on the possibilities and types of neighborly assistance.	The aim of the program implemented by the Municipal Social Assistance Center is to provide free help to seniors in small home repairs. It is addressed to people over 60 years old, in the first place lonely and disabled, running a single-person household. The scope of assistance includes minor repairs, which do not require immediate intervention, specialist knowledge or entitlements, as well as not entailing large financial outlays. Repairs are only carried out in the premises that are occupied by the person seeking help.	https://dlaseniora.krakow.pl/aktualnosci/224837_64,komunikat,bezplatna_zlota_raczka_dla_seniorow.html	
		4.b.) number of streetworkers working in Azory estate	4.b.) Cooperation with streetworkers	- meetings with Streetworkers during the Azory picnics and other events,		
		4.c.) Number of inhabitants using the box	4.c.) Creating a box for the poor with the	Not started		Lack of common concept of the final shape of the box

			possibility of exchanging devices needed for inhabitants			
		4.d.) Number of inhabitants taking part in vocational guidance	4.d.) Vocational guidance (CV writing, assistance in job search, language courses, computer courses, support for school students in learning)	People in need of this kind of help are directed by the workers of the Local Activity Point to the Labor Office where they can get support and vocational guidance. Labor Office and Municipal Social Welfare Centre provide LAP leaflets with information.		The main barrier is the lack of place (physical space) to organise the direct support on Azory estate.
		4.e.) Number of awareness campaigns delivered by the Crisis Intervention Center, Municipal Social Welfare Center	4.e.) Assistance of a lawyer, employes from the Crisis Intervention Center, Municipal Social Welfare Center, psychologists	People in need of this kind of help are directed to the Crisis Intervention Center, Municipal Social Welfare Centre where they can get support. These institutions provide leaflets distributed in LAP		The main barrier is the lack of place (physical space) to organise the direct support on Azory estate.
		4.f.) Number of inhabitants who have taken up an activity: social or professional	4.f.) Social economy in the Azory estate - activating people, creating jobs within the social economy (within the MOWES program)	<ul style="list-style-type: none"> - Meeting concerning the Social Economy project: In Local Activity Point; 6th of April; - discussion during the URBinclusion seminar about the possibilities in setting up Social Economy Project in Azory, (with identification of barriers and obstacles In different countries, and proposing ways to solve the potential problems in Azory), - identification of needs of such 		One of the key obstacle is to find active people, who would like to set up or work in social economy project. People want to work but for a certain salary (and running a business is not predictable and safe. Some of them don't want to work at all because it is easier to use social welfare benefits.

				<p>a business during the conducted questionnaires, - actions to go – meeting with the institution operating in Social Economy project in Krakow,</p>		
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4. Response to the Implementation Challenges

4.1. Challenges indicated in Azory in the beginning of the URBinclusion Project

Current situation regarding each implementation challenge (IC)		Concerns, obstacles that should be removed	Indicators to measure the progress in addressing each IC
Strengths	Weaknesses		
Ensuring the integrated approach in the delivery of the strategy and their related actions/projects			
<ul style="list-style-type: none"> -well described actions in LAP for Azory and a complex diagnosis i LAP - complex diagnosis in the Regeneration programme for the whole city (multidisciplinary diagnosis) - a local Regeneration Bureau in each area of the City (provided in order to coordinate the works) 	<ul style="list-style-type: none"> - mostly task oriented works - several departments responsible only for their task – no coordination between department - task oriented budget (no multidisciplinary tasks) - no responsibility for the whole common success or defeats -no many active NGO's on Azory area (only Local Activity Point which is Municipal body) 	<ul style="list-style-type: none"> - no multiyear budgeting - no incentives for a broader cooperation and common, sectorial cooperation (in the Municipality and other sectors with the Municipality) - lack of trust or even negative approach towards the Municipality - lack of knowledge about the project approach 	<ul style="list-style-type: none"> - number of projects / actions engaging at least TWO cooperating departments/institutions - number of engaged institutions/bodies

Maintaining involvement of local stakeholders and organizing decision-making for delivery

<ul style="list-style-type: none"> - Well established ULG (from USER project) as the core group - Good experience with participatory (civic) budget – Azory housing estate is in the district which is the most active in participatory budget (active citizens) 	<ul style="list-style-type: none"> - Suspicious and distrustful members of ULG at the same time they are very demanding –no coresponsability feeling - No many active NGO’s on place lack of local activists - Legal requirement for public consultation preparation, implementation and monitoring of the process of revitalization, including activities both formal as well as an interactive dialogue with the residents. The stakeholders want something concrete to be made in the frame of the project. They can be disappointed if the result of the project is only theoretical. 	<ul style="list-style-type: none"> -Lack of bottom-up decisions due to the rigid administrative procedures -No conditions for self-organisation and integration of the community 	<ul style="list-style-type: none"> - Number of engaged and active people/institutions/NGO’s - Number of bottom-up initiatives/actions
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SETTING UP EFFICIENT INDICATORS AND MONITORING SYSTEMS TO MEASURE PERFORMANCE

<ul style="list-style-type: none"> - Defined actions in LAP and diagnosis for the whole city + Regeneration Programme – as a starting point for elaborating and defining indicators 	<ul style="list-style-type: none"> - No system of data collecting and measuring impacts - No efficient system of transforming data into indicators and no methods of communicating results 	<ul style="list-style-type: none"> -Difficulty in monitoring changes in feelings, perceptions, behaviours -Data can be collected during project implementation but will be transformed and analysed later 	<ul style="list-style-type: none"> - Number of indicators that can be monitored and interpreted efficiently
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ENHANCING FUNDING FOR URBAN DEVELOPMENT POLICIES THROUGH FINANCIAL INNOVATION			
<ul style="list-style-type: none"> - Structural funds are still present in Poland and are largely used to finance revitalisation actions - Axis 11 – basic source of financing regeneration and revitalisation projects - More and more popular Citizens’ budget - New approach in Regeneration Programme: project approach (not only task oriented budget) 	<ul style="list-style-type: none"> - Financement rather to concrete projects than to whole integrated strategic plans - No financial innovations, mostly traditional sources of funding - One year budgeting - Budget rigidity: difficult to move money from one task to another - Almost no PPP and crossfunding - Low level of entrepreneurship (low income) - Funds for revitalisation are very limited (probably it will be only one call for proposals for regeneration projects in the frame of Regional Operational Funds for Malopolska Region and the needs are huge and some of the projects won’t be ready for the calls 	<ul style="list-style-type: none"> - The challenge will be to find funds to the whole programme not only to separate projects. - The LAP is designed for many years and the City budget is designed only for one year. - It will be easier to find funds for different projects from different sources. 	<ul style="list-style-type: none"> - Number of new sources of funding - Number of projects with new sources of funding - Costs of these projects (amount of money engaged)

Proposals how to overcome the obstacles and barriers that impede actions' implementation.

1. Ensuring the integrated approach in the delivery of the strategy and their related actions/projects

- to develop proper coordination of LAP (our strategic programme) implementation and realisation of several multidisciplinary activities planned in LAP for Azory.
- to build an "open-space" operational environment (multitasking). The main problem will probably be the cooperation of different public institutions carrying so far their tasks in a narrow, specialised sectoral manner.
- to "personalize" the stakeholders' engagement in local, territory-based strategies and projects
- to make councilors and departments' directors as well as the head managers of the city get interested by the project and persuade them to cooperate in an integrated manner
- to implement an open, transparent process of a participatory decision-making to ensure the participation of the widest possible range of stakeholders and to reduce the natural social phenomenon, of aversion and resistance to any changes.

2. Maintaining involvement of local stakeholders and organizing decision-making for delivery

- creating conditions for self-organization, activation and integration of the local community, the reconstruction of neighborly relations and interfaces to support social action, as well,
- to make the stakeholders understand the idea of a project and make them interested by the project and keep the dynamic of the meetings. On the other hand, the participatory approach demands prior educational and promotional activities to ensure the participation of the widest possible range of stakeholders and to reduce the natural social phenomenon, what is the aversion and resistance to changes. This leads to developing integrated procedures for public-private partnerships to improve processes of implementation,
- running a participatory local development process by creating space for dialogue within the community together with the authorities and institutions. In fact, in social participation dominates "formal" mainstream – social consultations are treated as mandatory program mainly limited to formal consultation. There is no deep dialogue with co-decision elements preceded by a diagnosis of social needs and based on interactive tests,
- to persuade the local community, (individuals and formal groups) to be involved into projects dedicated to addressing local problems. This campaign should be done through the implementation of educational and promotional programs.

3. Setting up efficient indicators & monitoring systems to measure performance

Indicated challenges:

- the introduction of an integrated, horizontal management system, in particular the coordination of cooperation of stakeholders , as a source of data and information,
- implementing a management structure with an effective system of implementation and with efficient information system in order to develop a proper coordination of works and complementarity of activities,
- broad education in project management and "through projects" among all stakeholders - both institutional and other participants and beneficiaries of ongoing projects

4. Moving from strategy to operational action-plan

- The revitalization Program represents a strategic approach that has to be “translated” into operational language of projects and continuous tasks carried out by several units (departments) of the City Hall and external units representing different specificity and approaches. That requires implementing suitable structure and information system (“common language”) to develop proper coordination and complementarity of activities in an open, transparent participatory sequence of actions.
- to delegate a unit (or department) responsible for the implementation management of this strategy (because different actions are in the competition of different departements and there is no clear division of tasks and cooperation between them).
- to run a functional link between the formulation of rational, feasible goals and the financial system - the transition from budget into the system of integrated bundles of projects.

5. Enhancing funding of urban policies by exploring financial innovation

- more effective tools of financement shall be investigated - expert support for officers in the use of alternative sources of financing
- the ability to use diverse and complex instruments for financing projects in the current budgetary situation, high levels of debt, limitations in formal and legal tools of the public finance system,
- overcoming the constraints of rigid public finance system through the wider use of different variants of public-private partnership,
- launching initiatives based on the principles of social economy, promotion of such projects

4.2. Key challenges indicated during the implementation of the URBinclusion project in Azory

During implementation of the project and actions indicated in the Local Action Plan we have identified key challenges related with 3 actions that should be overcome by the implementation of the Azory Local Action Plan:

ACTION 1 - SOCIAL ECONOMY PROJECT.

ACTION 2 - INTEGRATING ACTIONS taken at Azory housing estate

ACTION 3 - MEETING PLACES (outdoor and indoor)

4.3 Response to implementation challenges

Implementation challenges	Baseline position: capabilities you already have locally to support implementation.	Specific barriers/blockers. Nature of the problem to overcome	How you plan to overcome the challenge /How you overcame the challenge.
ACTION 1 SOCIAL ECONOMY PROJECT			
<p><i>Moving from strategy to implementation</i></p>	<p>We don't have a lot of examples of social economy projects. The IDEA is quite new in Poland. Its regulated through several acts of law. It's very complicated to set up this kind of company and it's discouraging.</p> <p>Good news are that a complex law regulating enterprises of social economy is currently being proceeded.</p> <p>We only have few examples of well-functioning undertakings that can be used as inspiration. One of them is the Association of Mental Health Families, the Pension and Restaurant "U Pana Cogito", Krakow - which has been operating continuously since 2003.</p>	<p>The idea is to create a small local restaurant or a bistro-bar or a cafe on Azory estate within social economy project.</p> <p>We diagnosed that one of the key obstacles is to find active people, who would like to set up or work in social economy project. People want to work but for a certain salary (and running a business is not predictable and safe. Some of them don't want to work at all because it is easier to use social welfare benefits.</p>	<p>There was organized a meeting concerning the Social Economy project: in April 2018! In Local Activity Point: The objective was to activate people by creating jobs within the social economy (within the MOWES program: "MOWES - Malopolska Social Economy Support Center – Krakow Metropolitan Area" co-financed from the European Social Fund under the Regional Operational Programme of the Malopolska Region 2014-2020).</p> <p>During the meeting, the participants were familiarized with the rules and possibilities of obtaining financial support within the MOWES program.</p> <p>The results are: we found a person who could be the coordinator (an entrepreneur, who by its own experience can take the responsibility of running this business), a good place to rent for restaurant purpose.</p>

<p>Involving local stakeholders</p>	<p>Biuro Inicjatyw Społecznych (Social Initiatives Office – which is the operator of several social projects and one of the first NGO’s promoting social economy projects. It’s also the operator of the MOWES programme)</p> <p>Organisation involved in the Pan Cogito project, which could be interested in sharing experience:</p> <p>Stowarzyszenia Rodzin Zdrowie Psychiczne i Stowarzyszenia Na Rzecz Rozwoju Psychiatrii i Opieki Środowiskowej</p> <p>Miejski Ośrodek Pomocy Społecznej (Social Welfare Centre)</p> <p>Państwowy Fundusz Rehabilitacji Osób Niepełnosprawnych</p> <p>Private sector (sponsors)</p>	<p>Stakeholders that have been involved</p> <p>- representatives from: Momi Club (Private Nursery School), Social Welfare Centre, European Funds Bureau (Kraków Municipality), Malopolska Social Economy Support Center (represented by Office of Social Initiatives), private persons interested in the subject, the unemployed that have been delegated by the Labor Office.</p> <p>Problem - Despite favourable conditions (EU programme) of launching/co-financing a project of an enterprise/social cooperative, there is very limited interest in setting up the business /a social economy enterprise.</p>	<p>After the meeting in April 2018, we have found out that we should have involved the Labor Office directly as a stakeholder, in order to find the unemployed interested directly in social economy projects that could operate in Azory.</p> <p>Regular meetings for people interested in social economy will be organised. Further large scale promotion with successful social economy projects is planned (wider information campaign)</p> <p>A closer cooperation with the Labor Office has started in order to find the unemployed interested in social economy project.</p>

<p>Integrated approach</p>	<p>No complex model of cooperation between the 3 sectors. Several acts of law regulate the way of managing a social economy enterprise. Currently a law is being proceeded (public consultations).</p>	<p>We have identified main challenges in integrated policy approach:</p> <ul style="list-style-type: none"> dealing with unemployment on Azory, social inclusion of the unemployed , moving from strategy to operational action-plan . 	<p>Organizing meetings, trainings for trainers and participants with success story examples (local and even foreign); Creating a road map how we should reach potential participants.</p>
<p>Monitoring performance</p>	<p>None, only from other enterprises experience.</p>	<p>We lack of experience in monitoring actions in the field of social economy.</p> <p>The problem is to find proper (quantitative and qualitative) indicators that will help monitoring the effect and the way to achieve the effect</p>	<p>Enhance knowledge on monitoring projects in the field of social economy, both local and foreign "best practice". We think that quantitative indicators (eg. number of inhabitants who have taken up an activity: in social economy project) will not be a proper one. We need to find good indicators that describe the way to implement social economy project now, or in the future.</p>
<p>Financial innovation</p>	<p>Combination of many sources of financing: - state, municipal, - EU funds (Equal project), - grants, - funds from sponsors - income from free market activity</p> <p>No regulations enabling an easy mix of source of money</p>	<p>Lack of good examples of financial innovation of polish social economy projects, current regulations make it difficult to apply financial innovations .</p>	<p>We lack of answer to the question how we could encourage sponsors to participate in the social economy project. We might try to use good practice from the Cluster of Socio-Economic Innovation Zabłocie Krakow's startup that has been set up in Krakow's postindustrial district in Zabłocie.</p>

Then, in order to better overcome the problems with implementation we have posed some questions to be answered while approaching the implementation of each action .

To find better meet the challenges we asked our URB-INCLUSION partners to help us to find solutions to the possible barriers. In addition in our partners' local projects we found interesting elements which inspired us to develop further actions to overcome the difficulties and transfer good ideas on our local field.

Most of questions were discussed during the workshops organized in the frame of Krakow seminar that took place in April 2018.





**Action:
SOCIAL ECONOMY
PROJECT**

**Main barrier:
Economic risk recruitment – questions to be asked while implementing this action**

Questions we asked our partners:

- How to encourage the residents to take part in social economy project?
- Who should take part in the project ?
- Is there a real need for the restaurant/cafe in Azory?
- What actions should be implemented to involve the relevant target group?
- which auxiliary activities can be proposed for the implementation of the social economy project ?
- What could be the reason of low interest in the social economy project - economic risk, low entrepreneurship, bad promotion?
- How do the social economy enterprises operate in other countries? are there any good practices that could be

	implemented in Azory estate?
	Suggestions and tips highlighted by the guest cities and local stakeholders in order to better implement action
	<ul style="list-style-type: none"> - A small scale Business Model. A Community Kitchen. - The project should start with a full package of support: funding, technical, and business expertise. - It has to become someone solution (supply side + demand side) - The risk of this start-up should be shared by the local stakeholders. - The starting point should include: <ul style="list-style-type: none"> • Research (causes of apathy and market opportunities) • Communication. Different ways of promoting ideas. Messages. • Exchanging of practices with other partners and contexts.

Implementation challenges	Baseline position: capabilities you already have locally to support implementation.	Specific barriers/blockers. Nature of the problem to overcome	How you plan to overcome the challenge /How you overcame the challenge.
ACTION 2 INTEGRATING ACTIONS taken at Azory			
<i>Moving from strategy to implementation</i>	As a starting point, we had a Local Action Plan for Azory housing estate. The plan was a result of 2,5 year works with the Urban Local Support group in the frame of USER project. USER project became the	The problem is lack of integration between policies. The implementation of small actions realized by different actors and financed with different sources of funding at the same time and at the same	Integration of actions taken by different stakeholders: Social Welfare Centre, Municipal Support Center for Social Initiatives, Local Activity Point, Senior Activity Centre , Labor Office.

	<p>precursor and complementary to the rehabilitation program of the housing estate. One of the core goal of USER project was support and advice to social groups and initiatives working for revitalization initiatives, to support actions aimed at participation of citizens in the revitalization proces.</p>	<p>place is rather accidental. The challenge is to implement initially separate projects in integrated way.</p>	
<p><i>Involving local stakeholders</i></p>	<p>Urban Local Group:</p> <ul style="list-style-type: none"> • representatives of the Municipal Social Welfare Centre, streetworkers • Local Activity Point and Senior Activity Centre • representatives of the selected departments of the Municipality • councillors of the District Council (District number IV). 	<p>Taking into consideration the nature of the problems/challenges in the Azory neighbourhood, we have invited the following actors to take part in URBACT Local Group: (some of them are new and the other have already participated in the frame of USER ULG)</p> <ul style="list-style-type: none"> • representatives of the Municipal Social Welfare Centre, streetworkers • Local Activity Point and Senior Activity Centre • representatives of the selected departments of the Municipality responsible for the functioning of the municipal and council infrastructure (eg. The Directorate of Infrastructure and Transport,) • councillors of the District Council (District number IV). <p>The identified barriers:</p> <p>Stakeholders are eager</p>	<ul style="list-style-type: none"> - Organization of regular meetings of the URBACT Local Group (ULG) enable to integrate activities managed by various stakeholders. - Creating a resource map – that will identify stakeholders and problems that need to be solved in Azory, - Creating a common, identified platform to work together .

		<p>to engage in actions that concern them directly, but not necessarily in actions related to the Azory community.</p> <ul style="list-style-type: none"> - lack of inclusion of decision-makers, - we have identified that the level of stakeholders' involvement is largely based on friendly relations and not on the basis of organizational frameworks. 	
<i>Integrated approach</i>	<ul style="list-style-type: none"> - None - Undertaken actions are independent, occasional and not always coordinated. 	<p>During the implementation of the USER project the following barriers have been identified:</p> <ul style="list-style-type: none"> - Lack of stable representation of representatives from the particular institutions. - Lack of organizational framework for institutions cooperating in the Azory estate. 	<ul style="list-style-type: none"> - Organization of regular meetings of the stakeholders, so that they could meet and communicate their needs, - Creating a resource map, - Creating a common, identified platform.
<i>Monitoring performance</i>	None, sources of information only from different organisations	Acquiring quantitative and qualitative data for good monitoring system	Setting a system of quantitative and qualitative indicators that will describe common initiatives taken by different institutions operating in Azory
<i>Financial innovation</i>	- Actions are based mostly on	- Action is based mostly on	

	human resources and funds of different institutions (combination of sources of financing).	human resources.	
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<p>Action: INTEGRATING ACTIONS taken at Azory housing estate</p>	<p>Main barrier: lack of coordination, mix of resources and finances questions to be asked while implementing this action</p>
	<p>Questions we asked our partners:</p> <ul style="list-style-type: none"> - What are the benefits of implementing integrated activities for inhabitants in Azory? - How can you integrate the activities carried out by various stakeholders on the estate? - How to proceed and to plan to coordinate the works at city level? Who takes the responsibility of the success and defeats? - How to construct the budget? Problem of one-year budgeting and one task budgeting. - What kind of help do you local stakeholders get from the city council in order to facilitate the coordination of actions in other countries?
	<p>Suggestions and tips highlighted by the guest cities and local stakeholders in order to better implement action</p>

	<ul style="list-style-type: none"> - A local office could be launched and organized to ensure the integrated approach in practice and the coordination between different projects and interventions. - Creation of a more influential Urban Local Group bringing more capabilities for decision making. - The informal networking should be considered. It is already working in an integrated way. Not always the partnerships becomes formal.
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Implementation challenges	Baseline position: capabilities you already have locally to support implementation.	Specific barriers/blockers. Nature of the problem to overcome	How you plan to overcome the challenge /How you overcame the challenge.
ACTION 3 Meeting places (Outdoor + SOCIALCENTER)			
<i>Moving from strategy to implementation</i>	<p>As a starting point, we had a Local Action Plan for Azory housing estate. The plan was a result of 2,5 year works with the Urban Local Support group in the frame of USER project. USER project became the precursor and complementary to the rehabilitation program of the housing estate. Some of the core goals of USER project were: social and professional integration of inhabitants at risk of social exclusion, creating favourable conditions for strengthening the sense of identity of local residents .</p> <p>This strategic document shows that residents need a common space to meet and to integrate.</p> <p>At the moment each of the organizations has a very limited space that make common</p>	<p>There is a real possibility of gaining a place and funds to adapt the space to meet the needs of the Centre, but the issue of managing and financing the day-to-day running of the Centre in the upcoming years is still open.</p>	<ul style="list-style-type: none"> • Organizing several meetings of decision makers with institutions operating in the Azory. The aim of the meetings is to make decision makers aware of the need to create a social center .

	actions impossible or number of participators and actions is very limited.		
<i>Involving local stakeholders</i>	<p>Urban Local Group:</p> <ul style="list-style-type: none"> • representatives of the Municipal Social Welfare Centre, streetworkers • Local Activity Point and Senior Activity Centre • representatives of the selected departments of the Municipality • councillors of the District Council (District number IV). 	<ul style="list-style-type: none"> •The identified barriers: <ul style="list-style-type: none"> - lack of inclusion of decision-makers, - different goals of 2 important stakeholders <p>Municipal Social Welfare Centre and Board of Municipal Buildings (ZBK).</p> <p>Two important institutions: Municipal Social Welfare Centre and Board of Municipal Buildings (ZBK). have different goals regarding the possibility of using the building of a potential social center in the Azory. Board of Municipal Buildings (ZBK) is the owner of the building and its priority is financial benefits and not social benefits resulting from the location of the center. Municipal Social Welfare Centre is interested in acting in its field of social work, but not necessarily in partnership with other institutions operating in Azory, which would be needed to properly run the center. That is why involvement of decision makers is crucial In order to find the proper way of operating the social center.</p>	<ul style="list-style-type: none"> • involving more local stakeholders: (some of them are new and the other have already participated in the frame of USER ULG) <p>representatives of the Municipal Social Welfare Centre,</p> <ul style="list-style-type: none"> • Local Activity Point and Senior Activity Centre, - Board of Municipal Buildings -Municipal Centre of Social Initiatives

<i>Integrated approach</i>	During the implementation of the USER project we identified that there's problem with integrated approach. All representatives of institution involved in ULG are responsible for their own tasks and not the process as a whole.	The main barrier is that every stakeholder expects to achieve his goal, there is a lack of partnership approach. There is also a threat, that if new stakeholders appear, will they be included in the organization of social center.	<ul style="list-style-type: none"> - Integration of actions and collective management of center - Creating a common, identified needs and a way how the center would operate
Monitoring performance	None	-	Ensuring the integrated approach in the delivery of the strategy of the center and their related actions .
Financial innovation		<ul style="list-style-type: none"> - Integration of financing by various entities from various sectors, - co-financing of the center by various institutions. 	Financial innovation depend on whether the center will be created and who will be the main operator.

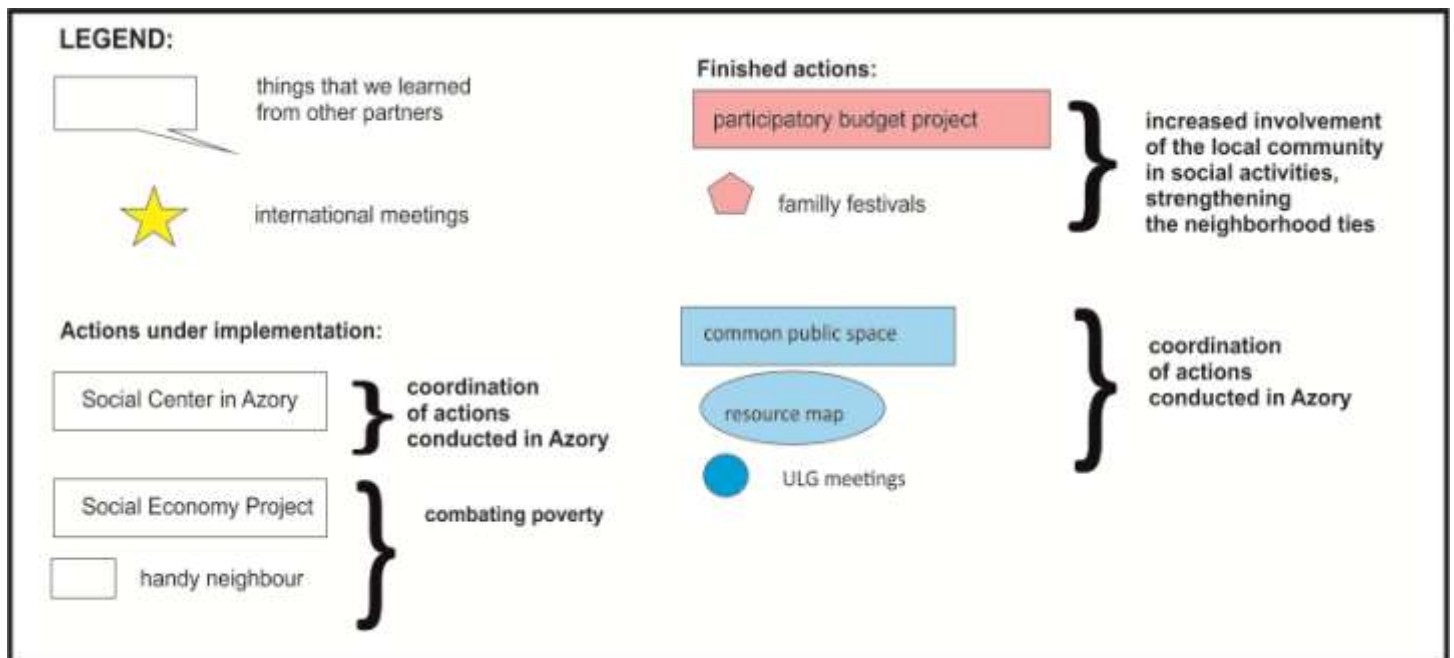
Action: Meeting places	Main barrier: lack of coordination, mix of resources and finances questions to be asked while implementing this action
	<p>Questions we asked our partners:</p> <ul style="list-style-type: none"> - How to collectively manage the space that is dedicated to social activities? - Combining financing of the Centre's maintenance? - Enhancing funding of urban policies by exploring financial innovation. - Ensuring the integrated approach in the delivery of the strategy and their related actions/projects? -How do social centers operate in other partner cities? are there any good practices that can be applied in the

	<p>Azory?</p> <p>Suggestions and tips highlighted by the guest cities and local stakeholders in order to better implement action</p> <ul style="list-style-type: none"> - Give a chance to the people and the local groups to design and to imagine the centre - Different models of “cooperation culture” have to be joined and interrelated - To boost the Social Centre, local people should be mobilized creating political pressure, the press should be engaged. You should show what you can do, what are your capabilities. - The Centre could be linked to a community coffee project, including employability objectives, and become a bid for a European funding.
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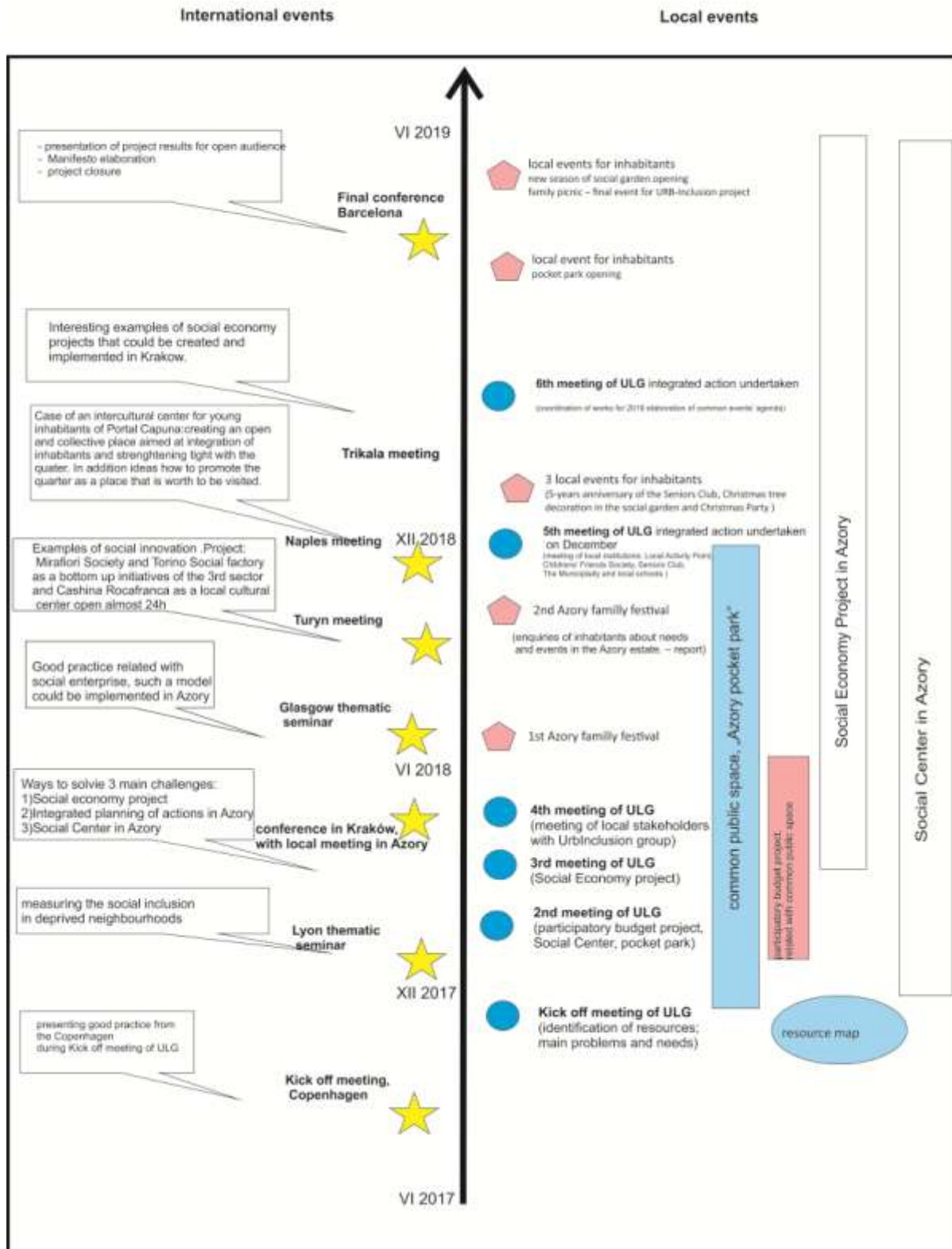
5. Learning Journey

5.1. Learning Journey road map

In order to properly illustrate the process of work in the UrbInclusion project in Azory, we have created the road map with the actions that have been undertaken in the project, and help us to achieve set goals.



Learning journey URBinclusion, AZORY neighbourhood, Kraków



5.2. Learning Journey movie

Krakow video: Social initiatives in the Azory neighbourhood

<https://youtu.be/cuFK2R4HXww>

The video focuses the attention on the Azory neighbourhood, one the most deprived area in the city and with several social and infrastructure problems. Different initiatives implemented by the municipality and supporting the social inclusions of local citizens, also by bringing together senior citizens and kids are presented and their benefits described by the local residents. The main achievements of this initiatives are Residents integration, Residents activation, Public participation, co-governance and Trust.

5.3. Learning Journey synthesis

We present some examples of the actions taken during the URBinclusion project with description

1. Social Economy Project

During the way of implementing actions we found out that that there is a need to create a local restaurant or café in Azory, and we might combine this need with the goal combating poverty by creating the social economy enterprise. Even though there was organized meeting within the MOWES program: "MOWES - Malopolska Social Economy Support Center – Krakow Metropolitan Area" with the help to create such institutions the interest in creating social economy enterprise was rather low. We found out that creating social economy project might be very challenging that is why we tried to discuss this issues during the conference in Krakow, with local stakeholders and international guests. Due to the low interest in the social economy project, we decided to organize a meeting with enterprise that cooperate in Malopolska Region in social economy sphere. During the meeting there will be possibility to present good practices and difficulties related to setting up such a company. We need to also re-define our goal from setting up a social economy project rather taking the initiative in starting preparing such a project.

2. Integrating actions taken at Azory housing estate

At the beginning of the project we have been aware of the weakness of the local associations and the lack of local leaders in Azory neighbourhood. In order to change the housing estate from the monofunctional district into the vibrant city unit we found the need to integrate actions that take place in Azory. One of the possible way to create this is to map local stakeholders and local assets.

Good inspiration we found during the meeting in Glasgow.

There is also a need to create new coalitions between the municipality and the neighbors, which have been implemented during the ULG meetings and family

festivals. As a outcome of the discussion of the one ULG meeting we started to integrate actions related with creating common public space and sending the project to the participatory budget with the Senior Association. Even though the participatory budget project have not received the financing in 2018, we found it successful, as a first step to integrate actions with different stakeholders (Senior Center, municipal workers, residents).
The idea is to create more initiatives that will reinforce interrelations between residents to address common actions.

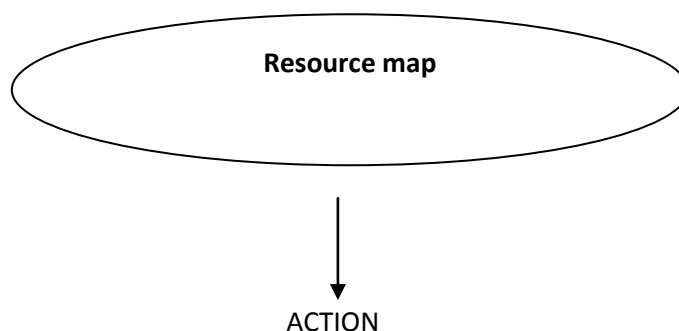
3. Meeting places

During the 1st ULG meeting different stakeholders highlighted the need to create Social Center in Azory. Even though there is a real possibility of gaining suitable place and to adapt the space to meet the needs of the Centre we found it difficult to start the process of getting a place. One of the main obstacle is lack of the political will in creating such a center. We found it very important to boost the Social Centre, but local people should be mobilized by creating political pressure or involving local media.
One of the possible solution to create the political pressure is organizing the meeting with the decision makers and institutions that are operating in Azory.
During the local ULG meetings we tried to give a chance to the stakeholders and the local groups to design and to imagine the centre in order to find a way of managing it and financing the Centre in the upcoming years.
The Centre could be linked to a social economy project, including employability objectives, and become a bid for a European funding.
As a ways of inspiration in operating the center we found institutions operating in Turin and Copenhagen.

4. Synthesis of OIF

4.1. Achieved outcomes of the project and implemented actions

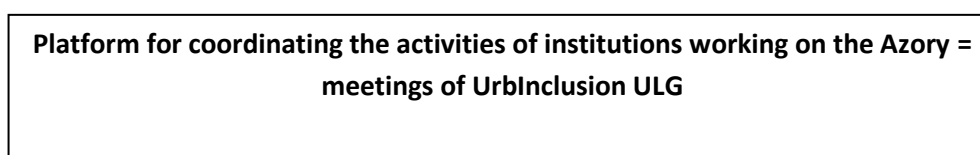
Outcome1



2a) Identification of members of the institutions cooperating in Azory estate

Objective 2 – improvement of the coordination of the actions taking place in Azory

Outcome2



ACTIONS

- 1.b.) Creating by the organizations operating in the Azory estate a joint project from a participatory budget corresponding to the needs of residents
 - 2.a.) Identification of members of the institutions cooperating in Azory estate
- 2.b.) Creating a platform for coordinating the activities of institutions working on the Azory housing estate to develop a common cooperation model(toolbox for the Azory housing estate)
 - 2.c.) Creating a meeting place for institutions Social centre/house
 - 2.d.) Creating a place for activity for outdoor events (pocket park)

Objective 1 - To increase involvement of the local community in social activities that will strengthen the neighborhood ties of the Azory estate and preventing social exclusion

Objective 2 – improvement of the coordination of the actions taking place in Azory.

FOT: Meeting of principle actors at Azory estate – coordinating works



Outcome3

Development of common public space with inhabitants



ACTIONS

- 1.a.) Development of common public space in the Azory estate with inhabitants
- 1.b.) Creating by the organizations operating in the Azory estate a joint project from a participatory budget corresponding to the needs of residents
- 1.d.) Creation of a meeting place for residents
- 2.d.) Creating a place for activity for outdoor events (pocket park)

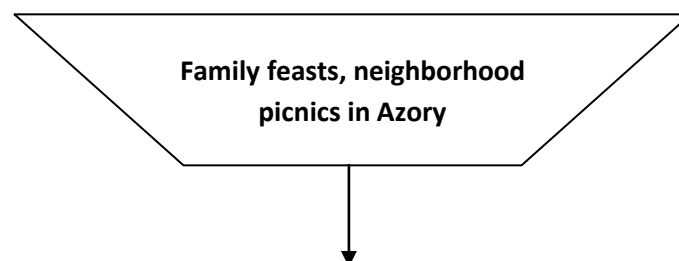
Objective 1 - To increase involvement of the local community in social activities that will strengthen the neighborhood ties of the Azory estate and preventing social exclusion.

Objective 2 – improvement of the coordination of the actions taking place in Azory.

Fot: Social garden



Outcome4



**Family feasts, neighborhood
picnics in Azory**

ACTIONS

- 1e.) Educational activities for children in kindergartens and schools aimed at strengthening the local identity in Azory estate
- 3a.) Additional City guard patrols
- 4b) Cooperation with streetworkers

Objective 1 - To increase involvement of the local community in social activities that will strengthen the neighborhood ties of the Azory estate and preventing social exclusion

Objective 3 -To increase public safety alongside residents' perceptions that the Azory estate is safe

Objective 4 - Combating poverty

Fot: Family feast



4.2. Important learning points and lessons for the future

During implementation of the URBinclusion project we have observed some important points that should be mention in order to implement projects with success:

- We have faced a lot of turning points, since the beginning to the end of the project, that is why it is very important to be flexible during implementation of Local Action Plans,
- In our local situation decisions are not taken by one institution, we need to work on building common consensus with different stakeholders and decision makers,
- We faced the problem with lack of initiatives taken by the local stakeholders, or inhabitants, that is why municipality is often perceived as an local initiator.
- Good practices and examples from international partner showed as need of being creative in local context. We have found out that sometimes even crazy idea can work. That is why we need to be open minded during implementation of urban projects and not be afraid of even bold and controversial ideas.
- General models of cooperation are quite similar, the problem is to adapt them to local conditions. It is extremely important to recognize proper legal, financial, political and mental conditions in order to achieve set objectives.

From the beginning of the implementation of User and URB-Inclusion projects we observed that the actions on the neighborhood are not coordinated and all the activities are rather incidental, focused on only one group of residents and several activities are doubled or duplicated. That's why our broader challenge was: to bring together the various local players to act together creating a vibrant and successful, mixed use district, ensuring that the users are able to access existing and new opportunities.

During the 3 years of implementation of URB-Inclusion project we have observed an increase of common actions undertaken by the institutions, the number of events and number of participants. The satisfaction of inhabitants and leaders of institutions of this change was clearly demonstrated in surveys carried out during ULG meetings. The actions led to increase the involvement of the local community in social activities and contributed to strengthen the neighbourly ties of the Azory estate and improved the sense of identity and sense of security.

Small actions resulting from real possibilities prove to the residents that things can progress step by step. A crucial point was the presence and activity of municipal workers and politicians. People need to see things happen. For the local community they became partners rather than authority figures. Building trust is essential to create shared responsibility and ownership of projects.

The practical knowledge of local needs of residents was a valuable input to improve public decisions. The partnerships which emerge from this process can be of fundamental importance in building trust between the municipality and its citizens. Civil servants' participation in all the actions contributed to the improvement of trust between the municipality, the local institutions and the residents (especially elderly people). Understanding the local community and respect for its individuality were significant points of the method used to activate citizens and involve them in the transformation process. The partnerships can be crucial for future urban projects' success and acceptance of city projects.

Such "small steps" tactics was useful in creating a specific positive environment for supporting larger projects and better acceptance of city projects.

Another positive effect was the establishment of informal relations between stakeholders resulting in creating real social networks.

4.3. URBinclusion – Kraków's Hints and Tips

1. Creativity and flexibility in governance

During implementation of the project, we have faced a lot of turning points, that is why it is very important to be flexible during implementation of Local Action Plans.

We have learned a lot of good examples from different cities. Good practices from international partners showed the need of being creative in local context. We have found out that sometimes even crazy idea can work. That is why we need to be open minded during implementation of urban projects and do not be afraid of controversial ideas.

During implementation of the projects it is crucial to adapt project to the local conditions. It is extremely important to recognize proper legal, financial, political and mental conditions in order to achieve set objectives.

2. Building mutual trust.

When decisions are not taken by one institution, we need to work on building common consensus with different stakeholders and decision makers. It is very important to involve decision makers in the process in order to define common interest with local stakeholders and design a common vision.

The cooperation process should start on the local level. In Krakow case we observed a well functioning informal local network of institutions cooperating together.

However it would be advisable that informal arrangements would be put in the more formal forms in order to maintain continuity of cooperation.

3. Better involvement in local actions

On the one hand we have faced the problem with lack of initiatives taken by the local stakeholders, or inhabitants. On the other hand, municipality is often perceived as an local initiator. As we have observed in the project “creating a social center in Azory” commitment of the all interested parties is essential for the process that should be supported by politicians. That is why it is important to involve local actors together with inhabitants and put a political pressure on decision makers..

4. Gaining the support of the economic sector

General models of cooperation are quite similar, the problem is to adapt them to local conditions. In Azory estate we have tried to implement “Social Economy project” in Azory estate. However, we faced the difficulties related with the legal, financial conditions and bureaucracy. Lack of interest from the local inhabitants and lack of private investors unabled proper implementation of the project.

In some projects it would be advisable to gain the support from the economic sector. in order to ensure cooperation between the local community and local entrepreneurs. The process of building social economy Project requires a lot of time as well as cooperation between different stakeholders (public, private and local).