4.3.4 Sustainability Report:
Options for continual running of the Re-Turn services in Central Europe

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Content

Executive Summary

The aim of this report is to present sustainability strategies of the Re-Turn project partners which aim to ensure the continual running of positively evaluated Re-Turn services even after the project's end.

As pilot services in the Re-Turn project differ a lot, there is no "one size fits all approach" in terms of sustainability. Rather, project partners developed their own sustainability strategy most appropriate for their region.

Based on the results of the pilot testing period, project partners determined which services they would like to sustain, built regional collaboration networks, identified resources necessary to sustain pilot actions and reflected upon important action steps needed to ensure the long-term success after the Re-Turn project's end.

Despite the heterogeneity of sustainability strategies, they share some common elements:

- All project partners managed to build a broad collaboration network of regional stakeholders, interested in the "return-topic" and capable of offering support in terms of content and funding.

- Project partners identified regional organizations, very well embedded in local structures, which are willing to continue the Re-Turn services in the region after the project's end.

- Project partners aim to maintain the discussion- and information process about return migration - initiated through the pilot testing period– by regular communication and exchange with local actors as well as wide local/regional and national promotional campaigns.

- Project partners decided to open their services to other population groups in the region (mobile: internal migrants, international migrants as well as non-mobile: unemployed people, people on parental leave, etc.) to increase the number of potential beneficiaries to realize Re-Turn services and to ensure that other population groups feel not discriminated against.

1. Introduction

The goal of this report is to present sustainability strategies of the Re-Turn project partners which aim to ensure the continual running of positively evaluated Re-Turn services even after the project's end.

<u>What is sustainability?</u>
"Sustainability" refers to the continuation of a project's goals, principles, and efforts to achieve desired outcomes.

In terms of our Re-Turn project, ensuring sustainability means making sure that the goals of the project continue to be met through activities that are consistent with the current conditions and workforce development needs of the regions, including the needs of returning migrants as well as employers and industry.

As pilot services in the Re-Turn project differ a lot, there is no "one size fits all approach" in terms of sustainability. Rather, project partners developed their own sustainability strategy most appropriate for their region. Based on an evaluation analysis they determined which services they want to sustain, built regional collaboration networks, identified resources necessary to sustain pilot actions and reflected upon important action steps needed to ensure the long-term success after the Re-Turn project's end.

This report informs about the sustainability concepts of the Re-Turn project partners in each case-study region and is organised as follows. **Chapter 2** introduces the methodology used to develop a sustainability concept in the different case-study regions. **Chapter 3** provides an overview of the different Re-Turn services implemented in the case-study regions in Central Europe. **Chapter 4** introduces the reader to main results of the Evaluation Report (4.3.3). **Chapter 5** gives an overview of the Re-Turn services which will be sustained in the different case-study regions after the project's end. **Chapter 6** explores key elements, which all sustainability strategies of project partners share. **Chapter 7** presents the sustainability strategies for the different case-study regions. **Chapter 8** summarizes main findings of this report.

2. Methodology for a Sustainability Strategy

A Sustainability Planning Guide was developed to help the Re-Turn project partners who were implementing services in their case study regions to work through the key steps in the process of planning for the sustainability of their actions and services.

This sustainability plan is a template (see chart 2) which lead the Re-Turn Partners through the process of thinking about sustainability. It helped them to identify what resources are necessary to sustain pilot actions, encouraged the development of partnerships and collaboration, and helped to define progress and the necessary action steps needed to ensure long-term success after the Re-Turn project's end.

Developing a Sustainability Strategy

The sustainability planning process involvesd four general steps (see chart 1).

Chart 1: Four steps in the sustainability planning process

4 Key Steps in the Sustainability Planning Process

1. Determine what you want to sustain

2. Build collaboration

3. Identify Sustainability Resources

4. Document and Communicate your Success

Step 1: Determine what you want to sustain

First of all it is important to think about the success of the current pilot activities. Is there a clear benefit to continuing all pilots over a longer time period? It is not necessary to sustain all of the activities; there may not be as much need for some or they may not be effective for all the outcomes of interest. Thus, based on the assessment of the success of pilot activities, project partners should determine which activities can be continued and why.

Second, after project partners considered which services should be sustained, it is important to think about change. Are there certain aspects that should be changed about the services project partners offer to make them more successful? Is it

desirable to expand activities to another labor pool (for example, activities that initially focused on returning migrants only could be expanded to include international migrants as well as internal migrants to enhance the target group of potential beneficiaries).

Third, it has to be determined whether the scale of activities is appropriate and whether project partners have already the right management structure.

Step 2: Build collaboration

Collaboration is a key ingredient for sustainability. Collaboration with key regional partners and stakeholders increases the number of individuals concerned with the services' sustainability and offers more avenues or access to a whole range of resources, including potential funding sources.

Therefore, first of all project partners should identify key partners in sustaining their pilot actions, especially those they want to collaborate with long term: e.g. community leaders, elected officials, local businesses and foundations.

Two types of regional collaboration favor the sustainability of services offered in pilot regions:

→ Involvement of the general public (e.g. inhabitants in the region): the local potential should be used and project partners should think about the involvement of the general public as volunteers in the project. The local community knows best what it needs, and where and how these needs can be best met.

→ Community-owned and run services: regional players are embedded in local structures and therefore very well cross-linked with other regional stakeholders and the general public. Project partners should think about whether it is possible to hand over services to a regional stakeholder.

Step 3: Identify Sustainability Resources

Further, project partners have to identify what resources are needed to sustain the project (e.g. obtaining outside funds). The central question is: What is needed to manage and operate the activities project partners have selected?

It is important to think about the following issues:

- Economic issues
- Management issues (staff, supervisors)
- Space (e.g. in terms of the one-.stop-shop: agency)

Project partners may, for example, decide that they need to secure funding from a new source as the Re-Turn project comes to an end.

Therefore it is necessary for project partners to think about what funding may be available to them.

Potential funding sources are:
- Local and national foundations
- Trade associations
- Employer groups
- Federal/state/local governments
- Unions and labor-management organizations
- European grants
- …

Step 4: Documentation and communication of success

One of the best ways to continue to support sustainability over the long term is to document and communicate the success of activities to key stakeholders and other supporters on an ongoing basis.

First project partners need to think about evaluation tools which will be used to document achievements. To be able to present success stories project partners need to have information on the number and characteristics of participants served, activities and services provided, outputs and outcomes.

Second, project partners have to consider how maximum visibility of project activities can be ensured.

Chart 2: The Sustainability Planning Guide

SUSTAINABILITY PLAN	
STEP 1: Determine what you want to sustain	
What outcomes do you want to achieve in the future and what activities are key to achieving them?	
Develop a detailed description of what services and activities you want to sustain.	
Please explain in detail - why you want to maintain the services and - why you want to change some of the services	
Determine whom you want to serve. Identify whether the activities will be focused only on returning migrants or on one or more other groups such as internal migrants, international migrants etc. (explain why you chose the selected target group)	
STEP 2: Build collaboration	
Make a list of key partners in sustaining your	

project. Please describe in detail how you will collaborate with them on a long-term basis.	

STEP 3: Identify sustainability resources	
Describe which resources in terms of management structure, staff and space are needed to manage and operate the activities you have selected.	
Develop a detailed budget for your project after Re-turn's end based on your current experiences with the activities you want to sustain. Consider how costs and resource needs may change due to changes in activities etc.	
Have you been able to secure funding sources which guarantee the ongoing existence of Re-Turn services? If yes, please describe these funding sources. If no, make a list of which funding options are available to you in your region and how you will proceed.	

STEP 4: Document and communicate your success	
Describe how you are going to evaluate your project's success after Re-Turn's end? How are you going to collect the numbers and characteristics of participants served, activities and services provided, outputs and outcomes?	
How are you going to keep your partners as well as the wider public informed of your project's progress and sustainability activities?	

3. The different Re-Turn Services

In this section, the different tools and services which were implemented in the case study regions are briefly described.

Telephone Hotline

The telephone hotline is a contact and service point where people turn to when they prepare their return or when they just have returned and have general questions regarding the local labour market, social and health security as well as questions regarding funding options. The hotline is available in the specific region, on weekdays (e.g. between 8:00 – 16:00), free of charge for the caller.

Re-turn Website

The website's aim is to offer access to basic research on possibilities and future perspectives in the case study region. The Return Website is a platform providing information on multiple topics such as social infrastructure, job offers, social security, news and relevant contact addresses. The link to the website can be found on websites of local authorities and public institutions and it is promoted via the internet.

One-stop-Shops

The general aim of the One-Stop-Shop is to offer up-to-date information and assistance to potential returnees and returnees about the home region and its characteristics, such as the job market and employment possibilities, the housing market, business advice or information and further aspects of the social and economic life. The aim is the improvement of the reintegration of re-migrants to the benefit of the regional economy. Services in the one-stop-shop include physical assistance, web-based information and a telephone contact/hotline.

Two different types of One-Stop-Shops will be implemented and tested within the Re- Turn project. A "welcome agency" will be implemented in the Harz district in Germany and an "Integration office" will be established in Poland and Hungary. The difference between the two One-stop-shops are that the "welcome agency" is an office, which can be visited on appointment and offers individual consultation and in-depth information on general issues regarding the return process. The "Integration office" in contrast, is offering group training sessions regarding specific topics, which returnees can suggest on the Website. If enough participants are interested in the specific topic raised on the website, the group consultation is conducted.

Training Courses

Entrepreneurial training courses are offered to returnees to help them to become self-employed in the region. The training courses enable participants to think and act entrepreneurial and ultimately to found their own business. The trainings deal with the following topics: the preparation of a business plan, legal aspects, funding

options as well as financing and accounting. Further trainings are conducted, which deal with the different reintegration services available for returnees in the region.

Ambassador Concept

The basic idea of this concept is that emigrants and remigrants act as ambassadors and help to create and support a positive image of the whole pilot region. Opportunities and advantages of the home region as well as information on infrastructure, cultural events and lifestyle are actively promoted and communicated by ambassadors to increase the awareness of return migration and to implement a welcoming culture. The ambassadors are identified in social networks, by snowball initiatives, websites, the telephone-hotline and other public media. The ambassadors get guidelines, training and information on what an ambassador is, can and shall do and how. The ambassadors are well informed about all activities, events as well as policies and strategies of their home region to be able to spread information on return.

4. Main Results of the Final Evaluation Report

In the following, main results of the Re-Turn Final Evaluation Report (4.3.3) will be presented:

The Re-Turn Evaluation Report evaluated the different reintegration services, which were developed in the scope of the Re-Turn project and tested between September 2012 and December 2013 in eight different case study regions (Usti Region, CZ; Görlitz Region, DE; Harz Region, DE; Mid Pannon Region, HU; Piedmont Region, IT; Lodz Region, PL; Swietokrzyskie Region, PL; Podravska Region, SI) in Central Europe.

Previous research documented that reintegration in the home country is a highly challenging process; returnees may face many problems and difficulties upon re-entry – starting from feelings of loneliness and alienation, being unemployed or working in jobs below the skill level to having troubles to re-establish former relations and networks as well as failing to building up new social capital. Here, The Re-Turn services clearly have the potential to meet the various needs of CE returnees.

The Re-Turn hotlines provided consultancy (for free) to 297 returnees (Podravska Region n=3, Usti Region n=80, Mid Pannon Region n=63, Swietokrzyskie Region n=54, Lodz Region n=43, Piedmont Region n=25, Harz Region n=4, Görlitz Region n=25), mainly about job offers and employment opportunities in the region, options for self-employment and available benefits and grants. The hotlines were contacted mainly by young returnees, who can still be active on the labour market and contribute economically to regional development. Further, the hotlines attracted male returnees the same way like female returnees. In the Harz Region and the Podravska Region hotline services were not used by returnees – the main reason for this may be a lack of promotional activities. Further, two negative aspects can be mentioned, which should be considered in future: During the testing period hotlines only had regional or national scope (except the hotline in the Harz region). This should be changed in order to reach potential returnees (emigrants still living abroad) and provide them with the opportunity to prepare their return, which proved to be of high importance for a successful reintegration in earlier research. Further, hotlines are only focusing on returnees as the target group but other people like internal migrants, international migrants as well as stayers may be interested in these services as well. The hotline services should not discriminate against other people and should therefore be opened up for all target groups in need of this kind of information.

The Re-Turn websites received 4719 visits during the period Nov. 2012–April 2014 (2841 visits to the website of the Harz Region (DE), 1834 visits to the website in the Świętokrzyskie Region (PL) and 44 visits to the website in the Podravska Region (SI)). More than half of the counted visits to the websites are returning visits (53%), which is a good indicator of visitor interest (Harz Region: 35% return visits and 65% new visits; Świętokrzyskie Region: 80% return visits and 20% new visits; Podravska Region: 64% return visits and 36% new visits). Further, website visitors highlight the clear organisation of the website and the quality and actuality of information provided. 90% of all website visitors state that they will recommend the website to

their friends. Despite these positive aspects, website visitors wish more detailed information regarding the regional labor market and information concerning open vacancies. 30% of website visitors state that they could not find an answer to their question. Another critical issue is the promotion of the websites. The very low number of visitors in the Podravska Region shows that here effective promotional activities are lacking, which would attract new visitors.

The Re-Turn one-stop-shops provided individual consultancy to 46 returnees (32 in the Mid Pannon Region (HU), 14 in the Swietokrzyskie Region (PL), 0 one-stop-shop visitors in the Harz Region (DE)). In general, the one-stop-shop visitors were quite satisfied with the quality of consultancy – mean value: 7.6 (on a scale from 0 – 10). All one-stop-shop visitors highlighted that staff was supportive and the information given was accurate. Despite promotional activities, very few returnees were interested in receiving consultancy. This was due to the following factors: The one-stop-shop offers the same spectrum of service like the hotline. The only difference is that the consultancy is face-to-face. According to the visitors the one-stop-shop has no added value. Further, the one-stop-shops are not places where returnees can come to and complete all the administrational work regarding the return and reintegration process in one place. This is because not all relevant regional actors (labour office, regional office, tax office etc.) are integrated in the one-stop-shop. Therefore, the one-stop-shop provides no easement in terms of administrative- or bureaucratic issues for returnees. These issues, in addition with the opening of the shop to all other interested people (internal migrants, international migrants etc.) should be taken into consideration.

Altogether five **Training Courses** were conducted and 37 returnees were trained (19 in entrepreneurial basics and 18 in general issues regarding the return process). 18 returnees were trained in the Mid Pannon Region (HU), 13 returnees were trained in the Usti Region (CZ) and 6 returnees were trained in the Lodz Region (PL). A comparison between the knowledge level of participants before and after the training showed that training participants gained a lot of new information regarding how to set up one's own business and general issues related to the return process. Most training participants stated that they benefitted a lot from the training courses. Despite this positive evaluation, training participants felt quite unsure about their own preparedness to apply the knowledge learned in practice (mean value 2.6 on a scale from 0=not prepared to 4=well prepared). According to the interviews, returnees did not expect so much administrative work as well as so many risks in terms of investment. Further, they do not have enough financial capital to start their own project. Even several months after the last trainings no training participant had put the business plan into action. Further, the trainings themselves received very little interest in the region. In the Usti Region this was due to the fact that the number of returnees is very small and the topic "return migration" is no big deal. In the Lodz Region, returnees are not so small in number, but they are almost exclusively interested in financial aid. The Lodz Region already provides a lot of services and consultancy to people who want to become entrepreneurs. Therefore, the entrepreneurial trainings in Lodz are a duplication of already existing services. To improve these services in the future, trainings should be opened up for all people interested in entrepreneurial trainings (and not only returnees). Further, trainings in the Lodz Region should be either changed in

content (so that there is no duplication of already existing work in the region) or stopped completely.

The **Ambassador Concept** was implemented by the Görlitz Region (DE) and the Piedmont Region (IT). Altogether, only four ambassadors were identified via friends of the project staff; all of them in the Piedmont Region. In the Görlitz Region (DE) no people were found who wanted to perform this task. That is why the ambassador service was transformed into a new service – the welcome platform. The welcome platform is a website offering information on return migration and links to the municipalities in the region.

In general, the ambassador concept was not well received by the public, because of its "missionary-approach". Return migration is a field where there are often conflicting interests. Services should not push people to return and better be cautious about providing support for only one side of the medal. Instead services should seek to respect diverse perspectives. Based on the available information it has to be concluded that the "ambassador service" does not have any measureable impact in terms of re-attracting returnees or helping them with their reintegration and should therefore be stopped.

The evaluation analysis clearly shows that the Re-Turn reintegration services (the hotline, website, one-stop-shop and training courses) meet the needs of returning migrants and have the potential to contribute to a successful return. To make reintegration services sustainable for the future the following aspects should be taken into careful consideration:

- **PROMOTION:** Often specific services for returnees are not made use of, simply because people do not know that they exist or people have limited trust. Therefore, reintegration services should be promoted in wide, national campaigns, to raise awareness about the reintegration process and the different services which are provided to support people. During the testing period of pilot actions of the Re-Turn project, the following two promotional activities were especially successful:

- Best practice nr. 1: Dissemination of the hotline number via flyers and brochures of a private institution, very well embedded in a network of regional and national partners of various sectors (local, public offices and private organizations). This ensured an effective dissemination (see promotion in the Usti Region).

- Best practice nr. 2: The placement of advertisement in the local newspaper of the municipality (which is for free) ensured that the information of the existence of Re-Turn services was spread in the whole region (see promotion in the Mid Pannon Region)

- **CLOSE COOPERATION BETWEEN PUBLIC AND PRIVATE ACTORS IN THE REGION:** Reintegration services should be provided by regional organizations, very well linked with public and private initiatives as well as with NGOs. A close cooperation network of different regional actors has many advantages:

- o People in CE have limited trust and little interest in services provided by public organizations. A close cooperation between different regional actors enhances trust and ensures that people are reached.

- o Services like the one-stop-shop can fulfil their initial target – the completion of all relevant paper work regarding the return process in one place.

- o Existing services can better be coordinated, synergies can be used and the risk of duplicating services decreases.

- **NO DISCRIMINATION**: Reintegration services for returnees can only be successful if they do not discriminate against the non-mobile population as well as other mobile populations (like internal migrants, international migrants). Previous research has shown that returnees are treated sometimes as "traitors" in their home communities. If certain services favor returnees, they complicate and frighten the reintegration at the same time.

- **REFLECTING THE REGIONAL CONTEXT:** People responsible for the implementation of reintegration services should carefully analyze the regional context: which services does the region already provide for? Which needs of the population have already been met, which not? Further, it should be taken into consideration, how open the region is to e.g. business innovations. There is no "one size fits all"-solution – some regions offer more possibility for self-employment than others and not all people, who had worked abroad, can or want to be self-employed back home.

5. Overview of Re-Turn services to be sustained/not to be sustained

The table below (Table 1) gives an overview on
- which services were implemented in which case study region and
- which services will be sustained in which case study region

Table 1

Case Study Region	Services Implemented	Services to be sustained
Usti Region, CZ	- Telephone Hotline - Training Courses	- Training Courses
Landkreis Görlitz, DE	- Telephone Hotline - Ambassador Concept	- Telephone Hotline - Instead of the APP for an ambassador concept, the welcome-platform will be sustained
Harz District, DE	- Telephone Hotline - One-Stop-Shop - Website	- Website & social media (facebook) - Telephone Hotline
Mid Pannon Region, HU	- Telephone Hotline - One-Stop-Shop - Training Courses	- Telephone Hotline (not free of charge) - One-stop-shop
Piedmont Region, IT	- Telephone Hotline - Ambassador Concept	- Telephone Hotline
Lodz Region, PL	- Telephone Hotline - Training Courses	- Telephone Hotline - Training Courses
Swietokrzyskie Region, PL	- Telephone Hotline - One-Stop-Shop - Website	- One-Stop-Shop - Website
Podravska region, SI	- Telephone Hotline - Website	- Telephone Hotline - Website

6. Sustainability Strategy for the Re-Turn Services

As pilot services in the Re-Turn project differ a lot according to case study regions, there is no "one size fits all approach" in terms of sustainability. Rather, project partners developed their own sustainability strategy, most appropriate for their region.

Nevertheless, the different sustainability strategies of project partners share the following key elements.

➔ **Relevance and cognition of the Return topic:** in the testing period of the Re-Turn services project partners initiated a discussion and information process about return migration on the local and regional level. This awareness about the topic has grown due to the implementation of different Re-Turn services and will be maintained due to the regular exchange of regional actors.

➔ **Cooperation with regional actors:** project partners used the testing period of the Re-Turn services to establish a broad network of regional actors, interested in the "return"-topic and capable of supporting the Re-Turn services either financially or content-wise. Based on this network project partners managed to identify regional organizations, very well embedded in local structures, willing to continue the Re-Turn services.

➔ **Enlargement of the target group for Re-Turn services:** during the testing period of the Re-Turn services, project partners realized that it would make sense to expand the target group for their services. They decided to open their services also for other population groups. This was due to the following reasons:

  o other mobile (internal migrants, international migrants) as well as non-mobile population groups (unemployed people, people on parental leave) share similar problems like returnees and are interested in the Re-Turn services as well,
  o returnees are a too small target group in the region to provide services for,
  o services should not favor one specific group of people and discriminate against others.

➔ **Wide promotion of Re-Turn activities**: project partners will use their broad regional networks to disseminate information about the services in the region making sure that the local population knows about the offered activities and makes use of them.

7. Sustainability Strategies by Case Study Regions

Subsequent the different sustainability concepts of Re-Turn project partners are presented.

Ústí Region

Step 1: Determination which services to sustain

The e-learning training course on "Entrepreneurship basics" will be sustained but in a revised version. Instead of only conducting a training course, many "re-employ"-services will be offered including personal consultancy on jobs screening, e-learning courses as well as daily to attend courses on becoming self-employed, grants consultancy and individual mentoring for people who decide to start their own small business. The target group of the "re-employ"-services will be enlarged. Activities will not only focus on returnees but also on internal migrants, international migrants, unemployed nationals, women on maternity leaves, students and other interested people.

Although the hotline-service was very well received by returnees, it will not be sustained because of financial reasons. Without any further subsidies it is not possible for a private institution (like RIC) to bear the costs of this service. The hotline-service should be taken over by a public institution, ideally EURES; RIC already recommended this idea to EURES representatives during the Senate conference.

Step 2: Collaboration Network

The successful implementation of the Re-Turn services was only possible because the private institution RIC has a broad and strong network with regional labour offices and other actors in the Ústí region.

To offer "re-employ"-services, the organization RIC will cooperate with the following actors and institutions on a long-term basis:

1. Labour Office of the Czech republic (mainly Regional branch in Ústi region and Local contact points)

2. Regional Authority of the Ústí region

3. Training companies

4. Business Chambers in region

Step 3: Financial Resources

The "re-employ"- services will be financed in cooperation with the Labour Office of the Czech Republic. In specific, staff costs for trainers and mentors will need to be covered. The Labour Office will pay for unemployed people using the "re-employ"-

services. The other target groups will need to pay for themselves or RIC will try to find specific funding sources.

Step 4: Documentation and communication of success

RIC will evaluate the output, outcome as well as impact of "re-employ"-services by using the evaluation templates, developed in the scope of the Re-Turn project.

Görlitz Region

Step 1: Determination which services should be sustained

The welcome platform with the database and links to the municipalities in the region will be sustained and shall be transferred to the network "Bündnis Zukunft Oberlausitz". The number of applying and linked municipalities should be increased from 3 to 6. The network "Restart" consisting of already returned people will be transferred to a new local "Zukunftssalon" which shall discuss the future regional development through migration.

The hotlines which were installed in the three municipalities Weißwasser, Boxberg and Krauschwitz will be sustained by integrating them in the regular services of the municipalities. In future, the number of hotlines shall be increased. Further, the target group of hotlines will be broadened. The hotline service will be available also to internal migrants and international migrants.

Step 2: Collaboration Network

A strong and sound regional network is of paramount importance for the success of reintegration services. During the testing period, the VSBI was missing necessary local contacts, which would have made the implementation of activities much easier. For sustaining the welcome-platform as well as the hotlines, the VSBI has now established contact with the following regional actors:

- the municipalities and the mayors and local deputies for the ambassador network, the welcome platform and also the Telephone Hotline

- the local representatives of SME BVMW and also individual SME

- the network of returnees "Restart"

- the TRAWOS institute of the university of applied sciences Zittau-Görlitz

- Bündnis-Zukunft-Oberlausitz for the integration and administration of the welcome-platform

Step 3: Financial Resources

To manage and operate the selected services, the following people are necessary:
- Coordinator for platform updates
- Freelancer with university background to hold on to the topic, represent it in media and conferences
- Regular Staff in municipalities for hotlines and welcome-platform
- Voluntaries as coordinators, members and supporters in social networks

The main strategy to ensure sustainability is to find a low budget model and to implement services in already existing structures. The municipalities can use the training material and information to implement and use the hotlines by

themselves. The welcome-platform will be administrated and updated by an existing network of local intermediaries and enterprises Bündnis-Zukunft-Oberlausitz.

A detailed budget is not necessary, because the services are integrated in existing structures. The coordination of returning and welcoming activities should be covered by the individual municipalities and the Bündnis-Zukunft-Oberlausitz. Through CSR activities and funding of local SME the local network meetings and the Zukunftssalon Oberlausitz shall be financed. We are expecting a budget volume of around 20.000 Euro for Events, hosting and support of the welcome platform and links as well as marketing and PR-activities.

Step 4: Documentation and communication of success

The VSBI itself is not able to evaluate the services' success after Re-Turn's end due to financial constraints. That is why VSBI tries to transfer the existing Re-Turn evaluation tools into self-evaluation tools of the individual hotlines. The welcome platform will be integrated in the evaluation process of the existing network Bündnis Zukunft Oberlausitz

The VSBI will organize a CSR-workshop for local SME to gain funds to finance the ongoing activities and also workshops and a final local conference to transfer it into the new "Zukunftssalon Oberlausitz", an event which should take place annually.

Harz Region

Step 1: Determination which services should be sustained

The elements of the welcome agency which will be sustained are the webpage, the telephone hotline as well as the social media activities and elements. These elements were most frequented by the customers during the pilot period. The element of the personal consultancy will be reduced due to the low number of requests for that service. Nevertheless, the possibility for personal assistance will not be impossible if requested since the welcome agency will properly be operated by a regional actor, the Harz AG (like in the piloting period).

The Harz AG and the Harz district administration will have the main responsibility for future implementation of the welcome agency and other topic related activities in the Harz region. Further activities such as topic related demography-workshops and seminars which are organized by the Ministry of Labour and Social Affairs Saxony-Anhalt will be added.

The main target group of the activities will be migrants and re-migrants who want to or have already moved to the Harz region. The target group will be enlarged because the project pilot period has shown that the size of the re-migrants target group is to small and nearly all activities which support re-migrants can be and are used by other migrants as well. Another important target group of the ongoing activities will be the inhabitants of the region. To inform the inhabitants, e.g. local pupils, students or young professionals, about the chances and perspectives of the region have to be included into the activities. This can strengthen the identification of the people with their region and increase their willingness to stay in the region.

Step 2: Collaboration Network

Below, key partners are presented, which help to sustain the Re-Turn activities:
Local city administrations: The city administrations (e.g. the registration offices) are often one of the main important contact points for migrants. The cooperation will be to exchange information, to link offers and documents.

Harz district administration: The district administration will play an important role regarding the future funding. The collaboration will include a close contact to different departments of the administration, e.g. the department for regional development. The district administration will play an important role regarding the activities which will supplement the welcome agency. Those activities will include political and administrative collaboration as well as regional events with respect to the regional welcome culture.

Regional economy and companies: The regional economy will be part of the future activities due to financial/funding aspects like sponsoring or special events. Another focus will be the continuous information about job offers and labour perspectives in the region.

With respect to job offers and the collaboration in the job market the PFIFF Portal and the regional employment agency will be important partners.

Further cooperation partners will be:
- The chamber of commerce
- Regional associations and institutions
- The University of Applied Sciences Harz
- Local schools

Step 3: Financial Resources

The amount of financial resources for the ongoing operation of the services will be similar to those used during the piloting period. The resources which will be needed are one project manager (half or full-time), the technical equipment (telephone, computer, internet), an office as well as budget for marketing, events and other activities.

Around 50.000 Euro per year are necessary to offer the Re-Turn services. This amount will be covered by funds and grants which the Harz AG receives from regional partners. The main financial support will be provided by public authorities and funding programs. One already discussed and initiated way to finance the activities can be the financial support from the regional district administration. Another possible source of financing the future activities is sponsoring by local companies. This will play a role when it comes to meeting/events or special marketing activities or events. The creation of services for companies can be another possibility to finance the activities next to the sponsoring and the use of public funds. Special services, like managing the integration process for new employees, can be offered to companies and they will have to pay a fee for the service.

Step 4: Documentation and communication of success

The future evaluation will use the already existing evaluation templates which were developed in the scope of the Re-Turn project.

The dissemination of information and the distribution of success stories will be managed by regular meetings with the task force and topic related network. The wider public will be informed by newspaper articles and the intensive use of the social media (Facebook).

Mid-Pannon Region

Step 1: Determination which services should be sustained

The services of the one-stop shop (hotline and the face-to-face consultation) will also be offered after the project's end. The face-to-face consultation for returning migrants will be possible all weekdays, from 8:00 to 16:00. The telephone consultancy will also be maintained however not free of charge (callers will pay the normal call charges).

Further, the target group for the services will be enlarged. The activities will focus primarily on returning migrants however they are also open to any other clients like international migrants or international migrants.

Step 2: Collaboration Network

To make the Re-Turn services sustainable, project partners cooperate with the following local actors:

- Türr István Research and Training Institute (TKKI): providing the necessary infrastructure and staff for the pilot, training services, contact with SMEs and other local businesses

- Chamber of Commerce of Fejér County: database of SMEs, operation of the Euro Info Center, Provision of general information and information on the European Union and EU programmes, organizing business-to-business events in Hungary

- Local Enterprise Agency of Székesfehérvár: contributing to the growth of SMEs through financing solutions and programmes, support programmes to start-up enterprises, complex training programmes, promoting information flow, supporting SMEs entry into foreign markets, providing consultancy

- Municipality of Székesfehérvár: in Székesfehérvár, there is a "Residency subsidy program" granted by the budget of the local government: interest-free long term loan helping the employees buy a realty. The municipality also provides local business tax allowance for innovative SMEs

- Central Transdanubian Regional Development Agency: co-ordinating partnership with sectoral and professional organizations within the region

- Employment Center: providing face-to-face consultancy for returning migrants

Step 3: Financial Resources

Altogether, 30.000 Euro/year will be necessary to make services sustainable for the future. The management structure established in the pilot phase and the current office space will be provided by TKKI. The most important challenge will be to guarantee the operational budget for the one-stop-shop. Currently there are no available funding options and the new funding schemes from 2014 are not exactly known yet.

Step 4: Documentation and communication of success

The evaluation templates (excel files to summarize the clients) used in the pilot phase are suitable in the operational phase as well. The client evaluation templates however may not be used regularly. At milestone events, press conferences or other types of actions will be organized, which can drag public attention.

Podravska Region

Step 1: Determination which services should be sustained

The website as well as the hotline service will be offered also after the project's end. The website will be maintained by the University of Maribor and the telephone hotline will be maintained by the Employment Service of Slovenia.

Although, only very few returnees used the website and the hotline, project partners have the impression that especially the website was very well accepted by key stakeholders in Slovenia. They think it will need some more time for the services to become known and used by returnees; according to their impression the testing period was too short.

Project partners of the Podravska Region decided not to enlarge the target group of returnees, because returnees are lacking support services in the region, whereas international migrants are well supported by the Ministry of Foreign Affairs and the Employment Service of Slovenia.

Step 2: Collaboration Network

To make the Re-Turn services sustainable, project partners of the Podravska Region will cooperate with the following local actors:

Administration Unit Maribor: project partners will update the website with all relevant information that they will receive from them: the Administration Unit Maribor would like to add content relevant for re-turning migrants, especially regarding administration procedures for issuing key documents.

Maribor Development Agency: they would like to support the project partners by offering information on strategic documents and strategies for the region.

Office for Slovenians Abroad: is a key institution dealing with maintaining contact with Slovenians living abroad. The Office for Slovenians Abroad will offer support by preparing and providing relevant documents for returnees on the website.

Employment Service of Slovenia (ESS): the local ESS will offer support to potential returning migrants through its hotline number and other services they offer on regular basis.

Chamber of Commerce and Industry of Štajerska (CCIŠ): one of the Units within CCIŠ is "One Stop Shop" for business establishment – they will support all potential- and returning migrants during the process of registering of a business organisation.

Step 3: Financial Resources

There will be no need for additional space for staff, because all staff that will maintain the website already have their office space. Needed staff will be:
- Content coordinator and administrator
- IT administrator

There will be only minor resources needed to sustain the Re-Turn services, because the hotline will continue to operate within Employment Service of Slovenia and therefore project partners will only maintain the website and update its content. Staff from other organisations will mostly do their work within their regular hours; therefore costs will not be so high.

Approx. costs:

-maintenance of the website (staff, hosting, administration and updating) – 300 EUR

-updating of the website with content prepared by supporting institutions – 350 EUR

The University of Maribor has secured funding for the maintenance of the website. Other project supporters from the region have also guaranteed their funding for offering support.

Step 4: Documentation and communication of success

Hotline data will not be collected in future, because the Employment Service of Slovenia does not collect monitoring data of this kind. But project partners will maintain an active email address from the website info@povratnik.si, check visits at google analytics and will also get feedback from relevant supporters of the project. Project partners will inform partners through regular communication and wider public through existing communication channels (websites, personal communication, newsletters etc.).

Piedmont Region

Step 1: Determination which services should be sustained

The sustainability of the hotline service is guaranteed based on the network built throughout the last 2 years. All the involved stakeholders will continue providing information about opportunities and funding for re-migrants and the Mountain Community will keep the telephone number active, in order give support to interested callers. The hotline service will focus solely on returning migrants.

The ambassador concept did not have any measureable impact in terms of re-attracting returnees or helping them with their reintegration and will therefore be stopped.

Step 2: Collaboration Network

The main stakeholders involved by UNCEM Piemonte are:
- Ossola Valleys Mountain Community
- Regional Working Agency
- Province of Verbania
- Verbano Cusio Ossola Chamber of Commerce

Their involvement will go on in different ways. The Mountain Community will be the premise of the hotline and will keep the coordination of the service. All other stakeholders will be periodically contacted to provide information and to promote the service through their channels.

Step 3: Financial Resources

The hotline desk is composed by a PC connected to the Mountain Community network. The hotline service is hosted in the Ossola Valleys Mountain Community premises and it is not a further cost for the Mountain Community. The person in charge of answering the phone and giving all needed information is a staff member of the Mountain Community. This person will stay in contact with other institutions to prosecute the activity after the end of the project. Staff costs will be covered directly by the Mountain Community.

Step 4: Documentation and communication of success

The Excel table that was provided during the project to register the hotline callers is a good tool to evaluate the typology of callers and requests. For this reason, it will be kept also after the end of the project.

The information about the hotline service and the possibilities for potential returning migrants will be provided through the implemented channels: webpage, newsletter, facebook page. The stakeholders will promote the service through their usual ways of communication (newspapers, websites, fairs…).

Piedmont Region

Lodz Region

Step 1: Determination which services should be sustained

Project partners in the Lodz Region will offer the hotline service as well as training courses (workshops) for returnees also after the Re-Turn project's end.
The primary target group for these services will be returning migrants.

Step 2: Collaboration Network

Project partners will cooperate with the Labour Office and other public institutions to prepare and organize the content of the workshops/training courses.

Step 3: Financial Resources

The hotline service will cost 20 euros/month. The person in charge of answering the phone and giving all needed information is a staff member of the Labour Office. This person will stay in contact with other institutions to prosecute the activity after the end of the project. Staff costs will be covered directly by the Labour Office.

Step 4: Documentation and communication of success

The Labour Office we collect data on returnees and their socio-demographic characteristics in a database.

Swietokrzyskie Region

Step 1: Determination which services should be sustained

Based on the evaluation results, project partners of the Świętokrzyskie Region decided that they will offer their Re-Turn services – the one-stop-shop as well as the website - also after the project's end.
The hotline will be an element of the one-stop-shop. Project partners think about extending the office-hours of the one-stop-shop as their own evaluation analysis has shown that people mainly wanted to visit the one-stop-shop in the afternoon.
Project partners decided to enlarge the target group for services; the one-stop shop as well as the website will focus not only on returnees but also on international migrants.

Step 2: Collaboration Network

Project partners will work with the following regional partners together in order to ensure the ongoing existence of the Re-Turn services:

- Regional Labour Office in Kielce
- District Labour Offices in the Region Świętokrzyski (a network of 14 offices)
- Vocational Training Centre in Kielce
- Świętokrzyska Provincial Command Voluntary Labour Corps

Step 3: Financial Resources

To guarantee the ongoing existence of the Re-Turn services, the following resources are needed:
- office space
- 3-4 staff
- Phones, computers, Internet and brochures as well as flyers

Currently, the costs for these resources are covered by the budget of Świętokrzyskie Voivodship. In future, it will be necessary to acquire new funds.

Step 4: Documentation and communication of success

In terms of evaluation, project partners will try to collect monitoring data: e.g. developments in the labor market, the number of returnees who found a job, observing the movement of migrants. Project partners will be able to collect only data provided by returnees during face-to-face meetings or telephone conversations on a voluntary basis.

Previous activities of the project indicate that the most effective and efficient way of disseminating information in the region are newspaper articles and Internet publications.

8. Conclusion

The goal of this report is to present sustainability strategies of Re-Turn project partners which aim to ensure the continual running of positively evaluated Re-Turn services even after the project's end.

As pilot services in the Re-Turn project differed a lot, there was no "one size fits all approach" in terms of sustainability. Rather, project partners developed their own sustainability strategy most appropriate for their region. Nevertheless, sustainability strategies share some common elements.

All project partners managed to build a **broad collaboration network of regional stakeholders,** interested in the "return-topic" and capable of offering support in terms of content and funding. Project partners **identified regional organizations**, very well embedded in local structures, which are willing to continue the Re-Turn services in the region. Further, project partners aim to maintain the **discussion- and information process about return migration** - initiated through the pilot testing period– by regular communication and exchange with local actors as well as wide local/regional and national promotional campaigns. Last, most project partners decided to **open their services to other population groups** in the region (mobile: internal migrants, international migrants as well as non-mobile: unemployed people, people on parental leave, etc.) to increase the number of potential beneficiaries to realize Re-Turn services and to ensure that other population groups feel not discriminated against.

Based on the results of the pilot testing period, project partners determined which services they would like to sustain, built regional collaboration networks, identified resources necessary to sustain pilot actions and reflected upon important action steps needed to ensure the long-term success after the Re-Turn project's end. Main results according to case-study regions are summarized in short below.

Ústí Region:
the e-learning training course on "Entrepreneurship basics" will be sustained but in a revised version. Instead of only conducting a training course, many "re-employ"-services will be offered (e.g. personal consultancy on jobs screening, grants consultancy). Although the hotline-service was very well received by returnees, it will not be sustained because of financial reasons. The costs for the "re-employ"-services will be covered by the Labour Office of the Czech Republic.

Görlitz Region:
the ambassador service did not have any measureable impact in terms of re-attracting returnees or helping them with their reintegration and was not very well received by the public; therefore, this service will not be sustained in the future. Instead a welcome platform with links to the municipalities in the region was created and will be sustained after the project's end. The hotline-service offered in the three municipalities Weißwasser, Boxberg and Krauschwitz will be sustained by integrating them in the regular services of the municipalities. The costs for coordination of returning and welcoming activities will be covered by individual municipalities and the "Bündnis-Zukunft-Oberlausitz".

Harz Region:
the elements of the welcome agency which will be sustained are the webpage, the telephone hotline as well as social media activities. These elements were most frequented by customers during the pilot period. The personal consultancy will be stopped due to the low number of requests for that service. The costs for the welcome agency will be covered by funds and grants which the Harz AG (regional actor willing to continue the services) received from regional partners.

Mid-Pannon Region:
the services of the one-stop shop (hotline and face-to-face consultation) will be made sustainable. However, the telephone consultancy will not be free of charge for callers (callers will pay the normal call charges), due to financial constraints. The management structure established in the pilot phase and the current office space will be provided by TKKI, a local actor. The most important challenge will be to guarantee the operational budget for the one-stop-shop. Currently there are no available funding options and the new funding schemes for 2014 are not exactly known yet.

Podravska Region:
Despite low user statistics during the pilot testing period, project partners decided to offer the website as well as the hotline service after the project's end. The website will be maintained by the University of Maribor and the telephone hotline will be maintained by the Employment Service of Slovenia. The University of Maribor has secured funding for the maintenance of the website. Other project supporters from the region have also approved their funding to guarantee the continual running of services.

Piedmont Region:
The sustainability of the hotline service is guaranteed based on the network built throughout the last 2 years. All the involved stakeholders will continue providing information about opportunities and funding for re-migrants and the Mountain Community (regional actor) will keep the telephone number active, in order give support to interested callers. The ambassador concept did not have any measureable impact in terms of re-attracting returnees or helping them with their reintegration and will therefore be stopped. The costs for the hotline service will be covered directly by the Ossola Valleys Mountain Community.

Lodz Region:
Project partners in the Lodz Region will offer the hotline service as well as training courses (workshops) for returnees after the Re-Turn project's end. Project partners will cooperate with the Labour Office and other public institutions to prepare and organize the content of the workshops/training courses. Staff costs will be covered fully by the Labour Office in the region.

Swietokrzyskie Region:
The Re-Turn services in the Swietokrzyskie Region (the one-stop-shop as well as the website) will be made sustainable. Currently, the costs for these resources are covered by the budget of Świętokrzyskie Voivodship. In future, it will be necessary to acquire new funds. Currently there are no available funding options and the new funding schemes for 2014 are not exactly known yet.

9. References

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