

ESF-2023-HOMELESS

Deliverable D1.5 **Exploitation and Sustainability Plan**

EN version

SOLACE-CEE

**Solutions for Overcoming Homelessness
through Integrated Care in the CEE region**

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Abbreviations, acronyms and descriptions

Abbreviation / acronym used in document	Description
SOLACE-CEE /Project	Solutions for Overcoming Homelessness through Integrated Care in the CEE region
WP	Work Package
GA	Grant Agreement
Proposal	Proposal of the Project
Partner/s	VPR, MALTAI, HESED, NMP, Casa Iona, MRI
Team/s	Individual teams described in the plan
Party	Individual project partners
Granting Authority	European Commission
Coordinator	DEDO Foundation
Lead Beneficiary of WP	Lead partner responsible for individual WP from List of Deliverables from Grant Agreement
EC Portal	Portal of European Commission where all documents and results will be sent and stored
WP leader	Leader of individual Work Package

1 Introduction

1.1 SOLACE-CEE description

To foster pathways out of homelessness, the project aims to pilot a highly ambitious complex of innovative integrated health and social services to provide a set of recommendations to address the complex needs of the chronically homeless suffering from multimorbidity and provide pathways to end the homelessness of this target group. The project will adopt a holistic approach to homelessness, introducing a healthcare element in the sense of a continuum of care (from street to housing) through dedicated health and social teams active in outreach field work and medical clinics supported by digital health and trauma-informed care elements. The resulting support services will combine humane/dignifying/person centred values of Housing First approach with health services (trust, physical, mental, including addictions), social care, employability services, and social networking/support services.

The project aims to fully implement the described innovation in five CEE countries: Slovakia, Hungary, Bulgaria, Poland, and Romania. These countries are characterized by weaker welfare safety nets, where inadequate and fragmented social and health services, along with a lack of affordable housing, exacerbate the rising homelessness problem. An urgent and essential intervention is required to address these challenges.

Despite the systemic challenges, in each of the countries these organisations are driven and dedicated to enhancing housing outcomes for people experiencing homelessness and embracing innovative services like Housing First Values, Trauma-Informed Care, Digital Health and Telemedicine. 3 countries will fully implement the health and social integration hubs (Slovakia, Hungary, Bulgaria), while 2 other partners from Poland and Romania will pilot selected aspects of the coordinated approach (housing first values, mental health services, trauma-informed care), to provide additional learnings for future replication and scaling, and provide support in engaging other stakeholders active in the fields of health care provision. Associate Partners from Latvia and Czech Republic, together with the umbrella organisation FEANTSA, will then contribute to project replication already during the implementation period, enhancing the following scale-up after.

1.2 Purpose of Exploitation and Sustainability Plan

The Exploitation and Sustainability Plan (hereby: Plan or Document) serves as a strategic framework for ensuring that the innovative solutions piloted within SOLACE – CEE achieve lasting impact and widespread adoption.

The project's core aim is to address the complex needs of chronically homeless individuals through integrated health and social services, including trauma-informed care, digital health solutions, and the Housing First values. A key component of the initiative is the establishment of integration HUBs in selected cities, which provide a continuum of care that bridges the gap between street outreach and long-term housing solutions. **The Document provides the Consortium guidelines on how the results of the pilot phase will be exploited and how their long-lasting sustainability can be ensured by strategically planned directions and activities to maximize the impact of the Project's results on its target audience.**

The Document has three key components, namely:

- **Stakeholder mapping:** identifies the main stakeholder groups and provides an engagement plan for fostering future cooperation
- **Exploitation roadmap:** detailing pathways for the short-, medium-, and long-term use of project results, both commercially and non-commercially.
- **Environmental & policy analysis:** evaluating the environments in which the project's innovative solutions can be replicated and sustained, supported by PESTEL and SWOT analyses.

1.3 Intended audience

The dissemination level of the present document is sensitive due to potentially sensitive data about the project target group and is aimed mainly for the consortium members of SOLACE-CEE project, as a guide for exploitation and sustainability for the Consortium, especially bodies responsible for exploitation, such as Communication and Innovation Team, and for the European Commission.

2 Exploitable Results

2.1 EXPLOITABLE RESULTS

In regard of long-term sustainability and exploitation, this strategy identifies the following categorization of assets:

Projects results and outcomes: This category includes the main project's outcomes and results achieved by the project during its lifespan. Despite their relevance, these assets will not be updated anymore for what concerns the content. They will remain available as reference to be used by stakeholders for further projects and research.

Assets to be further exploited (internally and externally): This section refers to the key thematic assets, such as specific tools, which can be further exploited and developed beyond the timespan of the SOLACE project. It includes both assets which will be updated or maintained by consortium partners in the upcoming years and those which can potentially be taken over by external partners, not directly involved in SOLACE. These assets will become sustainable once a partner has taken over the activity. This differentiation is useful to better guide in the strategic use of the assets and results developed. The strategy identifies opportunities for maintenance and exploitation for both typologies.

Project results and outcomes:

- **Integrated HUB service model**
- **Scaling calculator**

Table 1: Overview of key exploitable outcomes and results

Outcome	Description	Owner / Responsible partner	Target customer and external stakeholders	Commitment
Integration HUB Service Model	An integrated framework connecting services like healthcare, housing, and reintegration for homeless individuals.	Local partner in the consortium	Local service providers, NGOs, representatives	<ul style="list-style-type: none"> • Governments: Policy integration and funding. • NGOs: Service delivery support.
Scaling Calculator	A digital tool that models cost savings, resource efficiency, and scalability scenarios for the HUB system.	Local partner in the consortium	Local governments, NGOs, and private investors	<ul style="list-style-type: none"> • Policy Makers: Data for decision-making. • Private Sector: Investment opportunities and collaborations. • Academic institutions: Validating the model.

Assets to be further exploited

The assets in this category can be exploited in future, either internally or externally. Internal exploitation means that SOLACE partners will continue to make use of the assets developed or used during the project; external exploitation means that external partners or stakeholders (not part of the consortium) will decide to make use of the assets developed in SOLACE. In case of the external exploitation, the assets are considered sustainable in the long-term.

This category includes the following assets:

- Internal know-how
- Newsletters
- 1 peer-reviewed article
- Awareness toolkit for stakeholders
- Action plan for stakeholders
- Project webpage
- Social media content
- Developing a comprehensive document to guide multipliers (Project Methodology guidelines)
- Developing a comprehensive guide to facilitate data-driven communication
- Campaign materials (e.g. related to "Homeless is Not Hopeless: A Healthier Tomorrow" -or imported sg. similar in every nation language- campaign)

Table 2: Overview of assets to be further exploited

Asset	Description	Owner / Responsible partner	Target customer and external stakeholders	Aim
Internal know-how	Expertise and knowledge gained by project partners throughout the development and implementation of SOLACE solutions	All consortium partners	Local teams, policymakers, NGOs	Ensure knowledge transfer through training, workshops, and documentation
Newsletters	Regular updates about progress, findings, and best practices	DEDO	Stakeholders, funders, and the general public	Continuously distribute to maintain engagement and share updates
1 Peer-Reviewed	Academic publication validating the project's methodology and	DEDO	Researchers, academia, policymakers,	Leverage for credibility and further funding

Article	outcomes		and NGO	opportunities
Awareness Toolkit for Stakeholders	Resources to educate stakeholders about homelessness and integrated solutions	VPR	Government officials, NGOs, private investors	Distribute widely and incorporate into advocacy campaigns
Action Plan for Stakeholders	Step-by-step guide for implementing HUBs or using the Scaling Calculator	VPR	Local authorities, NGOs, private sector partners	Ensure accessibility and provide ongoing support for implementation
Social Media Content	Posts, infographics, and videos to spread awareness and engage with a broader audience.	DEDO	General public, media outlets, and advocacy groups	Regularly update platforms and adapt content for new campaigns
Project Methodology Guidelines	Detailed documentation for replicating the HUB model and Scaling Calculator	DEDO	NGOs, government agencies, and new project implementers	Share as an open-access resource and offer consultation for implementation
Guide for Data-Driven Communication	A document that explains how to use project data to communicate impact effectively	VPR	NGOs, policymakers, and funders	Provide training and updates to adapt to new data or audiences
Campaign Materials	Flyers, videos, and digital media assets developed during the project	VPR	Advocacy groups, stakeholders, and community organizations	Reuse and adapt for new campaigns to promote the HUB model and Scaling Tool

2.2 Detailed description of the key exploitable outcomes

Today, the challenges posed by homelessness remain deeply rooted in systemic issues such as the lack of integrated services, limited access to essential healthcare, and insufficient pathways for reintegration. These challenges are compounded by fragmented service delivery systems, the increasing complexity of socio-economic disparities, and the limited capacity of service providers to address the multifaceted needs of homeless individuals. Although efforts have been made to improve service availability and accessibility, recurring cases of chronic homelessness and ineffective reintegration highlight gaps in existing systems.

Local governments, NGOs, and other service providers often lack the knowledge, coordination, and resources needed to address homelessness comprehensively and sustainably.

This project introduces innovative tools and strategies designed to mitigate these pressing challenges. These solutions focus on two critical pathways:

1. **Integration of Services:** Establishing centralized Integration HUBs that connect essential services such as physical and mental healthcare, housing, and reintegration support.
2. **Facilitating Strategic Scaling:** Using a digital Scaling Calculator to demonstrate the financial and operational benefits of integrated service models, enabling evidence-based planning and expansion.

The technological solution is built on the creation of a cohesive, scalable system for managing homelessness services, combining advanced data tools with collaborative frameworks.

By integrating these components, the project provides a comprehensive framework to address the systemic challenges of homelessness while fostering collaboration, efficiency, and long-term impact ("GA 3. Impact" and "4. Workplan, Work packages, Activities, Resources and Timing").

Internal Know-How (related task: Community engagement and knowledge sharing (T3.5), training course development (T3.3).)

- **Description:** The project has accumulated extensive knowledge and insights from the implementation and operation of Integration HUBs and the use of the Scaling Calculator. This includes best practices, operational guidelines, and proven methodologies that have been refined through real-world application. The internal know-how covers everything from service integration strategies to data analysis techniques and stakeholder engagement methods.

- **Target audience/External Stakeholders:** Local governments, NGOs, and service providers looking to replicate or scale the HUB model. Academic institutions interested in studying the effectiveness and efficiency of integrated services.
- **Commitment:** Maintain an internal database of knowledge assets, conduct training sessions, and establish a system for ongoing updates. Foster a culture of knowledge-sharing among project partners and external stakeholders. Ensure accessibility through documentation, training, and workshops, and consider creating an online platform for easy dissemination of resources.

Newsletters (related task: T.5.3)

- **Description:** Periodic newsletters will serve as an essential communication tool to share project updates, successes, lessons learned, and best practices with stakeholders, including governments, NGOs, and the general public. These newsletters will include information on project progress, upcoming events, and resources available for stakeholders.
- **Target Audience/External Stakeholders:** Governments, NGOs, community leaders, and the general public interested in the project's impact and sustainability.
- **Commitment:** Develop a clear editorial calendar for regular publication, utilizing input from partners and stakeholders to maintain relevance. Promote newsletters through various channels such as social media, email campaigns, and direct outreach to maintain high engagement levels.

Peer-Reviewed Article (related task: T5.3)

- **Description:** Publish an academic article that documents the methodologies, impacts, and lessons learned from the project. The paper will aim to contribute to the body of knowledge on homelessness and integrated service models, offering insights into the effectiveness of the HUB approach and its scalability.
- **Target Specific Clients / External Stakeholders:** Researchers, policymakers, and NGOs involved in social services, homelessness, and public health sectors.
- **Commitment:** Identify suitable journals and conferences for publication, work with project partners to refine the manuscript, and engage with peer reviewers to ensure credibility and impact. Promote the publication through academic networks and events.

Awareness Toolkit for Stakeholders (related task: T5.3)

- **Description:** A comprehensive toolkit designed to educate stakeholders about homelessness, the HUB model, and the benefits of integrated service delivery. It will include

presentations, infographics, case studies, and videos that highlight the project's impact, best practices, and how to replicate the HUBs in other contexts.

- **Target Specific Clients / External Stakeholders:** Local authorities, NGOs, community organizations, and funders.
- **Commitment:** Distribute the toolkit widely through digital and physical channels. Organize training sessions and workshops to demonstrate how to use these materials effectively. Update the toolkit periodically to reflect new data, lessons learned, and case studies.

Action Plan for Stakeholders (related task: T5.3)

- **Description:** A detailed, step-by-step guide designed to help stakeholders implement and sustain the HUB model in their communities. This plan will include timelines, resource requirements, potential challenges, and key milestones for success. It will serve as a blueprint for those looking to adopt the model and integrate it into their own operations.
- **Target Specific Clients / External Stakeholders:** Local governments, NGOs, private housing developers, and service providers.
- **Commitment:** Ensure the action plan is user-friendly and easily accessible. Promote it through training sessions, conferences, and online platforms. Provide ongoing support through virtual consultations and check-ins.

Social Media Content (related task: T5.1)

- **Description:** A variety of engaging content such as posts, videos, and infographics that highlight project milestones, achievements, and the benefits of the HUB model. Social media will be used to raise awareness, share updates, and engage with a broader audience.
- **Target Specific Clients / External Stakeholders:** General public, community groups, media outlets, and stakeholders interested in homelessness solutions.
- **Commitment:** Develop a content calendar that includes regular updates, key messages, and multimedia assets. Engage with followers through direct interactions, respond to comments, and use analytics to track engagement and impact.

Developing a Comprehensive Document to Guide Multipliers (Project Methodology Guidelines) (related task: T5.1)

- **Description:** This document will detail the methodologies, processes, and best practices that stakeholders need to replicate the HUB model successfully. It will include templates, case studies, and step-by-step instructions for operationalizing the HUBs.

- **Target Specific Clients / External Stakeholders:** NGOs, local governments, private sector partners, and other organizations looking to replicate the project.
- **Commitment:** Ensure the document is kept up-to-date and aligned with current project outputs. Make it available in multiple languages to increase accessibility. Promote it through training sessions and workshops and encourage feedback to continuously improve the guidelines.

Developing a Comprehensive Guide to Facilitate Data-Driven Communication (related task: T5.1)

- **Description:** A detailed guide to help stakeholders communicate effectively using project data. It will include templates for reports, presentations, and social media posts, as well as tips for interpreting data, storytelling techniques, and best practices for engaging with audiences.
- **Target Specific Clients / External Stakeholders:** Government agencies, NGOs, funders, and the media.
- **Commitment:** Provide training sessions to teach stakeholders how to use the guide. Regularly update the guide to include new data insights and lessons learned from the project.

Campaign Materials (related task: T5.2)

- **Description:** Materials such as flyers, posters, brochures, and videos that can be used to promote the HUB model and Scaling Calculator. These will be used in advocacy campaigns, public outreach efforts, and informational sessions.
- **Target Specific Clients / External Stakeholders:** Local communities, government officials, NGOs, and the general public.
- **Commitment:** Develop a distribution strategy to ensure the materials reach targeted audiences effectively. Organize events to showcase the materials and track their usage to measure impact.

2.3 Strategic use and opportunities for maintenance and exploitation

To ensure the optimal use and long-term viability of the assets developed through this project, we propose the following actions for internal and external exploitation:

Internal Exploitation

- **Continuous Development:** Allocate resources to regularly update the Integration HUB model, Scaling Calculator, and associated materials such as guidelines, action plans, and the awareness toolkit. Incorporate feedback from stakeholders and data from ongoing operations to ensure relevance and effectiveness.
- **Capacity Building:** Conduct regular training sessions for local teams, partners, and stakeholders to enhance their ability to operate HUBs and use the Scaling Calculator effectively. Share operational guidelines and best practices to build organizational resilience.
- **Collaborative Innovation:** Facilitate joint projects and research within the consortium to explore new applications for the HUB model and Scaling Calculator. For example, adapting the solutions to address other complex social challenges beyond homelessness.

External Exploitation

- **Partnerships and Licensing:** Establish partnerships with governments, NGOs, and private sector entities interested in adopting the Integration HUB model or Scaling Calculator. Licensing agreements for these tools can create revenue streams and foster widespread adoption.
- **Advocacy and Policy Integration:** Work with policymakers to embed the HUB model into homelessness strategies and social care policies at local, regional, and national levels. Leverage project outcomes to influence public policies and secure sustainable funding.
- **Publications and Outreach:** Publish scientific articles, policy briefs, and case studies in relevant forums to share insights and outcomes from the project. Host workshops, webinars, and conferences to disseminate findings and promote collaboration.
- **Open Access Resources:** Make select project assets, such as the awareness toolkit and social media content, openly available. This will encourage wider community adoption, spark grassroots innovations, and enhance public engagement with the solutions.

2.4 Examples of best practices

The recommendations below are inspired by successful strategies used in projects similar to SOLACE. These best practices can be adapted to SOLACE:

- **Regular Updates and Maintenance:** Ensure that the Integration HUB Service Model and Scaling Calculator are regularly updated with the latest data, technology advancements, and

user feedback. This will keep the solutions relevant and responsive to changing needs and allow for continuous improvement.

- **Stakeholder Involvement:** Engage all relevant stakeholders—including local authorities, NGOs, private sector partners, and homeless individuals—throughout the project lifecycle. Establish feedback loops and participatory decision-making processes to incorporate diverse perspectives and build trust in the solutions being implemented.
- **Integrated Training Programs:** Develop targeted training programs for various user groups, such as local governments, NGOs, housing providers, and homeless individuals. These programs should focus on effective service delivery, HUB management, and the use of the Scaling Calculator to ensure that all stakeholders are capable of utilizing the tools to their full potential.
- **Data Security and Privacy:** Implement stringent data security measures for all data collected and used within the project. This includes encryption, access controls, and compliance with relevant data protection regulations to safeguard sensitive information and maintain stakeholder trust.
- **User-Centric Design:** Regularly gather feedback from users to refine and enhance the usability and functionality of the Integration HUBs and Scaling Calculator. Ensure that these tools are intuitive and tailored to meet the diverse needs of homeless individuals, service providers, and policymakers.
- **Scalability and Flexibility:** Design the HUB model and Scaling Calculator to be scalable and adaptable, allowing for expansion into new regions and integration with other social services. This ensures that the solutions can evolve with changing demographics, technologies, and user requirements.
- **Cross-Sector Collaboration:** Foster collaboration across various sectors, including government, non-profit organizations, academia, and the private sector. This can facilitate resource sharing, innovation, and maximize the impact of the project by leveraging the strengths and expertise of all parties involved.
- **Sustainability Planning:** Develop a comprehensive sustainability plan that includes securing long-term funding, establishing strategic partnerships, and planning for future updates. This plan should also outline the roles and responsibilities of stakeholders to ensure continued operation and relevance of the HUBs and Scaling Calculator.

- **Impact Assessment:** Regularly conduct impact assessments to gather insights into the outcomes and effectiveness of the Integration HUB Service Model and Scaling Calculator. Use these findings to identify best practices, guide future strategies, and improve operations, aiming to highlight the potential value of the project to stakeholders.
- **Public Awareness and Education Campaigns:** Launch targeted public awareness campaigns to educate communities and key stakeholders about the benefits and functionality of the HUBs and Scaling Calculator. These campaigns will encourage engagement, adoption, and collaboration among users and community leaders.
- **Innovation and Research:** Encourage ongoing innovation and research to address emerging challenges and integrate new methodologies into the project. This includes adapting new technologies, exploring best practices from other sectors, and continuously improving the HUBs and Scaling Calculator to stay ahead of evolving social needs and expectations.

3 Stakeholder mapping

The purpose of this chapter is to identify the main stakeholder groups relevant to the project and outline an engagement plan to foster effective and sustained cooperation. By mapping the key actors across sectors such as healthcare, social services, housing, and policy-making, the chapter aims to provide a clear understanding of their roles and potential contributions to the project's goals.

This stakeholder mapping serves as a foundation for building partnerships that will support the exploitation and sustainability of the project's results, ensuring their long-term impact and integration into broader systems.

3.1 Stakeholder mapping and assessment

POTENTIAL CLIENTS	ADDRESSED NEEDS	SOLUTION DEVELOPED IN THE FRAMEWORK OF SOLACE – CEE
Homeless individuals	<ul style="list-style-type: none"> • Housing, physical and mental needs • Lack of specified care • Long term integration 	<ul style="list-style-type: none"> • SOLACE combines experts and service providers to provide improved housing, physical and mental help • Through Integration HUBs and its combined approach, SOLACE can provide individually tailored help • Through Integration HUBs, SOLACE can offer a more sustainable and long-term reintegration route
Social / healthcare services and homeless shelters	<ul style="list-style-type: none"> • Need for more effective distribution of services • Lack of personnel • Lack of resources 	<ul style="list-style-type: none"> • Through its expert network and resource optimisation, SOLACE can reduce input needs and distribute services more in a more targeted manner • The high digitalisation connects many experts in various fields, reducing the need for dedicated local personnel
Government / administrative institutions	<ul style="list-style-type: none"> • Lack of administrative capacity • Lack of resources to address the issue • Lack of scalable solutions to homelessness • Policy design and implementation 	<ul style="list-style-type: none"> • The need for administrative capacity and resources is reduced through SOLACE's efficiency focused approach • The Scaling Calculator shows how scaling up can be done and what are the resource requirements and savings • SOLACE's network, knowledge and data collection helps with designing meaningful policy change • Reporting is made easier by extensive data gathering

	<ul style="list-style-type: none"> • Meaningful reporting 	
NGOs working with general homelessness reduction, physical and mental healthcare, housing and reintegration	<ul style="list-style-type: none"> • Volunteer retention • Poor collaboration between NGOs, shelters, and public institutions • Tracking outcomes and proving impact 	<ul style="list-style-type: none"> • Cooperation between different NGOs, and other service providers is improved by SOLACE's network and digitalization • Tracking and outcome demonstration is made easier and more reliable by SOLACE's datasets
MPs / local representatives	<ul style="list-style-type: none"> • Lack of specified knowledge • Voter concerns over resource allocation • Balancing competing priorities within limited budgets • Measuring success 	<ul style="list-style-type: none"> • The lack of specified knowledge is overcome by the experts SOLACE connects and the dataset it compiles • Voter concerns over budget and competing priorities are addressed by the significantly more effective and resource efficient approach of SOLACE • Compiling the datasets and connecting the experts makes reporting significantly more accurate and efficient
Charity organisations	<ul style="list-style-type: none"> • Underdeveloped network and coordination • Inefficient distribution • Insufficient and inadequate funding 	<ul style="list-style-type: none"> • Communication and cooperation are improved and simplified by SOLACE's collaborative system • SOLACE's focus on efficiency and effectiveness helps with distribution issues • By making operations more efficient, their resource intensity decreases, requiring less funding
Research institutions	<ul style="list-style-type: none"> • Lack of network connecting facilities and professionals • Lack of easily accessible data and knowledge 	<ul style="list-style-type: none"> • SOLACE's network and outreach connecting various facilities and professionals helps researchers with resource gathering • The dataset assembled can be used for quantitative studies without the need for extensive surveys done by research teams

4 Exploitation Roadmap

The objective of the exploitation roadmap is to outline a clear and actionable strategy for scaling and sustaining the Integration HUBs and services developed during the pilot phase of the project. These HUBs aim to provide a centralized and efficient system connecting physical and mental healthcare, housing solutions, and reintegration services for homeless individuals across Hungary, Slovakia, Poland, Bulgaria, and Romania.

The roadmap serves as a guide for transitioning the project from its initial implementation phase to a broader, long-term operational model. It addresses key factors such as funding, stakeholder engagement, scalability, and regional adaptability, ensuring that the HUBs and their integrated services remain impactful and sustainable in diverse socio-economic contexts.

- By leveraging insights gained during the pilot phase, the roadmap will:
- Define strategies to replicate successful models in other regions.
- Establish mechanisms for securing funding and partnerships.
- Ensure adaptability to regional challenges while maintaining core service quality.

This approach ensures that the Integration HUBs become enduring centers of innovation and support, setting a new standard for addressing homelessness across the target regions.

To ensure the success and long-term viability of the Integration HUBs and services, a diverse group of stakeholders (as mapped in Chapter 2. Stakeholder mapping) will play a critical role in the exploitation roadmap.

4.1 Countries to implement exploitation

Phase	Stage	Description	Potential locations	Objectives
Phase 1: Pilot	During project implementation	Initial testing of the project's integrated HUB model, targeting high-demand urban areas	Kosice, Presov (Slovakia); Budapest (Hungary);	<ul style="list-style-type: none"> • Demonstrate the effectiveness of integrated services.

		with significant homeless populations. This phase focuses on gathering data, refining the approach, and addressing operational challenges.	Warszawa (Poland); Bucharest (Romania); Sofia (Bulgaria)	<ul style="list-style-type: none"> Identify and mitigate initial implementation challenges. Establish baseline data for further replication.
Phase 2: Regional scaling	During project implementation	Expansion of the project to additional cities and regions within Central and Eastern Europe (CEE), adapting the approach to regional nuances. This phase focuses on capacity building, stakeholder collaboration, and addressing systemic gaps in service delivery.	Czech Republic, Slovenia, Croatia, Estonia, Latvia, Lithuania	<ul style="list-style-type: none"> Enhance regional cooperation and service coverage. Build capacity in underserved areas. Test scalability of the integrated model across diverse contexts within CEE.
Phase 3: EU-wide replication	After project ends	Broader replication of the project's best practices and interventions in other EU regions. Lessons learned from earlier phases are applied to expand the model's impact across diverse socio-economic contexts, contributing to EU-wide homelessness policy and research initiatives.	Spain, Italy, (Southern Europe); Germany, France, (Western Europe); Sweden, Denmark (Northern Europe)	<ul style="list-style-type: none"> Provide a blueprint for addressing homelessness across the EU. Inform EU policies and strategies. Scale the project's analytical tools and data-driven approach to ensure sustainable and impactful outcomes EU-wide.

4.1.1. Detailed analysis of potential locations for exploitation

Phase 1: Pilot Phase (Initial Implementation)	
Countries	Slovakia, Hungary, Poland, Romania, Bulgaria
Objective	To test the viability and effectiveness of the Integration HUB model and generate actionable evidence for further scaling.

Rationale for location selection	<ul style="list-style-type: none"> The selected countries for the pilot phase exhibit a high prevalence of homelessness, combined with underdeveloped infrastructure for integrated healthcare and housing solutions. These regions also demonstrate a readiness for innovation, supported by committed local stakeholders and service providers.
Opportunities for exploitation	<ul style="list-style-type: none"> <i>Localized Solutions:</i> The HUB model will be tailored to the specific needs of each country, addressing gaps in existing services and fostering collaboration among local stakeholders. <i>Evidence-Based Advocacy:</i> Results from this phase will form the foundation for advocacy efforts, showcasing tangible improvements in service delivery and outcomes. <i>Policy Influence:</i> Early successes will be communicated to policymakers to encourage institutional support and funding for subsequent phases.
Challenges	<ul style="list-style-type: none"> Fragmented service systems and varying levels of stakeholder engagement may require targeted capacity-building efforts. Regional disparities in resources and infrastructure could necessitate adaptations to the HUB model.
Phase 2: Regional Scaling (During Implementation)	
Countries	Czech Republic, Slovenia, Croatia, Estonia, Latvia, Lithuania
Objective	To expand the Integration HUB model regionally, ensuring adaptability to diverse socio-economic contexts.
Rationale for location selection	<ul style="list-style-type: none"> These countries were chosen for their complementary regional characteristics and the potential to build on insights gained during the pilot phase. Their inclusion allows for testing the scalability of the HUB model across varied institutional and policy environments.
Opportunities for exploitation	<ul style="list-style-type: none"> <i>Regional Adaptations:</i> Scaling efforts will refine the HUB model, ensuring its applicability to a wider range of socio-economic settings. <i>Strengthened Partnerships:</i> Cross-border collaboration during this phase will lay the groundwork for standardized practices and operational efficiencies. <i>Increased Stakeholder Engagement:</i> Regional stakeholders, including governments, NGOs, and local service providers, will be actively involved in refining and advocating for the HUB model.
Challenges	<ul style="list-style-type: none"> Variability in policy frameworks and funding mechanisms may affect uniformity in implementation. Maintaining consistent service quality across multiple regions will require enhanced monitoring and evaluation systems.
Phase 3: EU-Wide Replication (Post-Project)	
Countries	Spain, Italy (Southern Europe); Germany, France (Western Europe); Sweden, Denmark (Northern Europe)

Objective	To position the Integration HUB model as a best-practice solution for addressing homelessness across Europe.
Rationale for location selection	<ul style="list-style-type: none"> • These countries represent diverse socio-economic and policy environments, providing an ideal testing ground for the EU-wide scalability of the HUB model. • Their advanced institutional capacities and established networks of service providers create a supportive framework for large-scale replication.
Opportunities for exploitation	<ul style="list-style-type: none"> • <i>EU Policy Alignment:</i> The HUB model will align with EU priorities, such as the European Platform on Combatting Homelessness, enhancing its appeal for institutional support. • <i>Cross-Border Collaboration:</i> Knowledge-sharing and collaboration among EU Member States will standardize best practices and foster mutual learning. • <i>Sustainability:</i> This phase will focus on embedding the HUB model into national and EU-level frameworks, ensuring its long-term sustainability.
Challenges	<ul style="list-style-type: none"> • Ensuring adaptability to highly diverse institutional and cultural contexts across Europe. • Securing consistent funding and political support from both national governments and EU bodies.

4.2 Pathways for Exploitation

Tools/mechanisms	Description	Applicable Phase
Commercial pathways		
Monetizing Digital Platform	Offer subscription-based access or licensing of the HUB's digital platform to healthcare providers, NGOs, or housing agencies for service coordination.	Phase 3
Fee-for-Service Models	Introduce affordable service packages for housing providers and healthcare institutions to use HUB resources, such as telehealth or training tools.	Phase 3
Private Sector Collaborations	Partner with private housing developers and healthcare providers to co-fund or co-deliver services, creating shared value and social impact.	Phase 3
Impact Opportunities	Investment Attract investors through social impact bonds or other financial instruments, ensuring returns linked to homelessness reduction outcomes.	Phase 3
Non-Commercial Pathways		
Policy Integration	Advocate for embedding HUB services into public policies at municipal, regional, and	Phase 1- 2 - 3

	national levels, ensuring consistent funding and support.	
Adoption by NGOs	Collaborate with NGOs to adopt the HUB model as part of their homelessness strategies, offering them the tools and methodologies developed.	Phase 2 - 3
Government-Funded Programs	Secure long-term public funding by aligning with EU or national social inclusion frameworks, particularly housing-first or healthcare access initiatives.	Phase 3
Knowledge Sharing and Training	Provide free toolkits, training, and resources to public agencies and NGOs to replicate the HUB model in their local contexts.	Phase 2-3

4.3 Exploitation Timeline

4.3.1 Short-Term (0–2 Years)

- **Finalize Pilot Implementation:** Complete the deployment of Integration HUBs and services in the pilot cities, ensuring full functionality and alignment with project objectives.
- **Evaluate Outcomes:** Conduct comprehensive assessments of pilot outcomes, focusing on service efficiency, user satisfaction, and measurable impact on homelessness.
- **Data Collection for Scalability:** Gather quantitative and qualitative data to identify best practices and areas for improvement, forming the basis for scaling strategies.
- **Initial Stakeholder Engagement:** Deepen relationships with municipal governments, NGOs, and private sector partners to establish the foundation for future collaborations.

4.3.2 Medium-Term (3–5 Years)

- **Regional Expansion:** Scale the HUBs and integrated services to additional cities or regions within Hungary, Slovakia, Poland, Bulgaria, and Romania, prioritizing high-need areas.
- **Strengthen Partnerships:** Formalize partnerships with governmental agencies, NGOs, and healthcare providers to secure funding and operational support.
- **Capacity Building:** Provide training and resources to new local teams and stakeholders, ensuring consistent service quality during expansion.
- **Public Awareness Campaigns:** Launch region-wide campaigns to increase awareness of the HUBs, reduce stigma, and attract more beneficiaries.

4.3.3 Long-Term (6+ Years)

- **Institutionalize the HUB Model:** Embed the Integration HUBs into national and regional public systems as a standardized approach to addressing homelessness.
- **EU-Level Advocacy:** Promote the HUB model at the EU level, advocating for its adoption as a best practice in homelessness intervention across member states.
- **Replication in New Countries:** Expand the project beyond the initial five countries, leveraging EU funding and partnerships to adapt the model to diverse contexts.
- **Continuous Improvement:** Maintain a feedback loop to refine services, integrating emerging technologies and innovations to stay responsive to evolving needs.

This timeline ensures a structured and phased approach to scaling and sustaining the Integration HUBs, with clear milestones to guide progress and maintain momentum.

4.4 Individual exploitation strategies

The detailed description of the individual exploitation strategy of each partner is provided in the following table. Here it is reported a synthetic view of each partner's main interest in the project results and exploitation routes.

Table 4: Overview project partners' exploitation routes

Partner	Priorities in SOLACE - CEE results	Exploitation route
DEDO FOUNDATION (SK) - COO	<ul style="list-style-type: none"> • Advancing the integrated services model • Expanding advocacy and communication strategies, • Promoting holistic methodologies. 	<ul style="list-style-type: none"> • Incorporate the integrated services design into future advocacy and policy initiatives at the regional level. • Use the communication strategy developed in the project to lead future campaigns and awareness-raising events addressing homelessness. • Share experiences through national and international networks to scale and replicate the model.
VŠETCI PRE RODINU (SK) - BEN	<ul style="list-style-type: none"> • Housing First (HF) implementation support, 	<ul style="list-style-type: none"> • Integrate Housing First advisory practices and multidisciplinary support services

	<ul style="list-style-type: none"> • Multidisciplinary advisory services, • Community integration tools. 	<p>into ongoing programs in Kosice and surrounding areas.</p> <ul style="list-style-type: none"> • Use the HUB model as a blueprint for scaling integrated housing and health services for families in need. • Advocate for the incorporation of HF principles in national housing policies through evidence-based reports.
CHARITY SERVICE OF THE ORDER OF MALTA (HU) - BEN	<ul style="list-style-type: none"> • Digital health expertise • Telemedicine pilot programs, • Participatory service design. 	<ul style="list-style-type: none"> • Commercialize telemedicine training modules to expand health service access for vulnerable populations. • Engage in partnerships with local authorities to integrate telemedicine into broader social service frameworks. • Facilitate engagement with success stories to demonstrate the impact of digital health solutions on marginalized communities.
HEALTH AND SOCIAL DEVELOPMENT (BG) - BEN	<ul style="list-style-type: none"> • Supporting HUB development, • Community engagement, and • capacity building. 	<ul style="list-style-type: none"> • Share HUB design and implementation best practices with Slovak partners to enhance local service delivery. • Use project findings to improve services in HESED's Bulgarian centers, focusing on marginalized groups. • Facilitate knowledge-sharing workshops with other EU organizations
HOUSING FIRST POLAND (PL) - BEN	<ul style="list-style-type: none"> • Housing First fidelity, integrated services for chronically homeless people, and • Psychological supervision. 	<ul style="list-style-type: none"> • Incorporate the HF methodology into training programs • Share lessons learned from implementing integrated health and social services • Provide consultancy on HF fidelity standards to ensure program quality
CASA IOANA (RO) - BEN	<ul style="list-style-type: none"> • Family homelessness strategies, • Socioeconomic independence workshops, • and telemedicine consultation integration. 	<ul style="list-style-type: none"> • Facilitate the implementation of family support strategies from the project into Casa Ioana's existing programs to address homelessness more effectively. • Use telemedicine consultation tools to enhance service accessibility for clients in remote areas. • Advocate for national adoption of integrated approaches to homelessness based on project success stories.

METROPOLITAN RESEARCH INSTITUTE (HU) - BEN	<ul style="list-style-type: none"> Needs assessment surveys, project monitoring, and data repository design. 	<ul style="list-style-type: none"> Use survey methodologies developed during the project in future urban housing and social research. Promote the data repository as a model for housing research collaboration across sectors. Lead discussions on evidence-based policy development for homelessness at national and international forums.
FEANTSA - AP	<ul style="list-style-type: none"> Dissemination, advocacy, and scaling of integrated services. 	<ul style="list-style-type: none"> Facilitate the integration of findings into advocacy campaigns for EU-wide homelessness policy reforms. Publish project results to reinforce evidence-based approaches in the sector. Collaborate with national organizations to promote the scaling of successful HUB models.
NADEJE NGO CZECHIA - AP	Advocating for systemic changes in homelessness support.	<ul style="list-style-type: none"> Advocate for national adoption of integrated approaches to homelessness based on project success stories
SAMARIESI LATVIA - AP	Enhancing service delivery through insights from integrated care models.	<ul style="list-style-type: none"> Advocate for national adoption of integrated approaches to homelessness based on project success stories

4.5 Exploitation route per asset

The SOLACE-CEE project will produce a diverse array of valuable assets through its innovative activities, efforts. To ensure these assets reach their full potential and leave a lasting impact, clear strategies for their utilization must be established. This chapter offers a comprehensive overview of the exploitation strategies for each key asset, detailing their timelines, target audiences, and opportunities for long-term sustainability. By thoughtfully defining these exploitation routes, the project aims to maximize the impact and value of its outcomes for all stakeholders.

Exploitation Asset 1: Integration Hub Service Model	
Description	A holistic model integrating health, social, and reintegration services for homeless individuals, designed to facilitate efficient service delivery and long-term social inclusion

Timeline/Deliverable	Developed and piloted during the project's implementation phase, with final documentation by M36.
Target Groups	Municipal governments, NGOs, healthcare providers, and policy makers.
Opportunities and long-term sustainability	The model will serve as a blueprint for establishing similar integration hubs across other regions. It will be presented at conferences and included in training workshops for social and healthcare professionals.
Exploitation Asset 2: Scaling Calculator	
Description	A digital tool that models cost savings, resource efficiency, and scalability scenarios for the integration hub system.
Timeline/Deliverable	Available as an online tool by M30 with continuous updates.
Target Groups	Government agencies, municipal planners, NGOs, and social impact investors.
Description	The calculator will be promoted as a decision-making aid for policymakers and stakeholders considering the replication of the integration hub model. It will also be integrated into future funding applications and policy development processes.
Exploitation Asset 3: Newsletters	
Description	Regular updates to inform stakeholders about project milestones, outcomes, and insights.
Timeline/Deliverable	Distributed bi-annual throughout the project period and archived online for reference.
Target Groups	Stakeholders, project partners, policymakers, and the general public.
Opportunities and long-term sustainability	Newsletters will maintain stakeholder engagement and act as a repository of project information. They will also provide a platform to share success stories and progress.
Exploitation Asset 4: Peer-Reviewed Article	
Description	A scholarly article summarizing key findings and the effectiveness of the integrated model.
Timeline/Deliverable	Published in a reputable academic journal by M23.
Target Groups	Academics, researchers, and policymakers.
Opportunities and long-term sustainability	The article will contribute to the body of research on homelessness and integrated care, promoting evidence-based policymaking and inspiring future research.

Exploitation Asset 5: Awareness Toolkit for Stakeholders	
Description	A set of resources designed to raise awareness among stakeholders about homelessness and integrated care.
Timeline/Deliverable	Released by M30.
Target Groups	NGOs, community organizations, and public officials.
Opportunities and long-term sustainability	The toolkit will be distributed to advocacy groups and training institutions to support campaigns and educational programs.
Exploitation Asset 6: Action Plan for Stakeholders	
Description	A step-by-step guide for stakeholders to implement the integration hub model in their regions.
Timeline/Deliverable	Finalized by M34.
Target Groups	Government bodies, NGOs, and international organizations.
Opportunities and long-term sustainability	The action plan will be incorporated into strategic frameworks for social services and distributed as a best-practice guide across the CEE region and beyond.
Exploitation Asset 7: Social Media Content	
Description	Engaging content to promote the project and raise awareness about homelessness and integrated care.
Timeline/Deliverable	Regular updates throughout the project period.
Target Groups	The general public, NGOs, and advocacy groups.
Opportunities and long-term sustainability	Social media content will continue to engage the public and promote the integration hub model, ensuring ongoing visibility.
Exploitation Asset 8: Project Methodology Guidelines	
Description	A comprehensive document guiding stakeholders on implementing the project's methodology.
Timeline/Deliverable	Completed by M18.
Target Groups	Policy makers, service providers, and academic institutions.
Opportunities and long-term sustainability	The guidelines will serve as a key reference for implementing similar models, contributing to capacity-building efforts.
Exploitation Asset 9: Data-Driven Communication Guide	
Description	A guide to facilitate evidence-based communication strategies.
Timeline/Deliverable	Published by M18.
Target Groups	NGOs, advocacy groups, and communication teams

Opportunities and long-term sustainability	This guide will enhance the effectiveness of awareness campaigns and be integrated into training programs
Exploitation Asset 11: Campaign Materials	
Description	Promotional materials related to the "Homeless, Not Hopeless: A Healthier Tomorrow" campaign.
Timeline/Deliverable	Developed and distributed throughout the project period.
Target Groups	The general public, NGOs, and policymakers.
Opportunities and long-term sustainability	Campaign materials will continue to promote the project's vision and outcomes, contributing to a broader understanding of homelessness issues.

4.6 EXPLOITATION ACTIVITIES

The exploitation plan for the SOLACE-CEE project focuses on engaging secondary implementers, such as municipalities, social service providers, and NGOs, both within and beyond the pilot regions. These implementers will be supported throughout the project in adopting the integration hub service model, utilizing the scaling calculator, and applying project methodologies tailored to their local contexts. During the project, secondary implementers will receive training and guidance on implementing integrated health and social services, addressing the specific needs of homeless populations, and optimizing data-driven approaches for decision-making.

Open-access trainings, beyond direct collaboration with pilot cities, will attract public stakeholders, policymakers, market representatives, and NGOs, promoting widespread adoption of the project's innovative solutions. The consortium reflects diverse political, economic, and social contexts, ranging from Central and Eastern Europe to broader EU regions, ensuring that the solutions are adaptable and transferable across varying levels of policy maturity and resource availability.

The SOLACE-CEE project also aims to reshape the perception and implementation of integrated care models for homelessness across Europe. With its multidisciplinary consortium and pilot studies, the project will generate tools and methodologies that can be tailored to regional differences in healthcare systems, social welfare structures, and data availability. Project partners will contribute to exploitation activities by leveraging their expertise and networks. Academic and research partners, for instance, will disseminate findings through peer-reviewed articles, conferences, and workshops, as outlined in the Communication and Dissemination Plan. This approach will ensure that the knowledge generated by SOLACE-CEE has a lasting impact across diverse regions and stakeholder groups.

4.6.1. Common approach: Core activities

The purpose of the SOLACE-CEE consortium is to ensure that the knowledge, innovations, and lessons derived from the project are leveraged in future EU-funded social and healthcare initiatives and beyond, particularly in projects addressing homelessness and integrated care models. The consortium envisions serving as a reference point for governments, stakeholders, NGOs, and citizens by offering expertise and facilitating impactful change in the sector.

This will be achieved by:

- Engaging with related projects and stakeholder networks to expand the reach of the integration hub model, foster knowledge-sharing, and build partnerships.
- Promoting the adoption and practical application of SOLACE-CEE's key resources, including methodologies, tools, and service models.
- Providing technical guidance and tailored consultancy to organizations interested in implementing SOLACE-CEE solutions.
- Integrating project results into the ongoing activities of consortium partner organizations, ensuring long-term use and relevance.
- Encouraging the inclusion of SOLACE-CEE concepts and solutions in future health, social, and homelessness-related projects.
- Advocating for SOLACE-CEE as a source of innovative approaches in addressing homelessness through integrated services.
- Promoting policy recommendations developed during the project to influence regional and national strategies.

To ensure sustained impact, all partners are committed to the following key objectives:

- Establish and maintain systems to continuously utilize and build upon project outcomes.
- Keep stakeholders and target audiences informed by fostering active engagement through working groups and facilitating collaborative opportunities.
- Coordinate the dissemination of project knowledge at various levels and formats to maximize its reach and influence.
- Tailor communications to deliver relevant information to the appropriate audiences via effective channels.

- Focus on international dissemination, particularly in regions with similar socioeconomic challenges, where SOLACE-CEE solutions can have immediate and meaningful societal impacts.

These objectives will be addressed through specific deliverables developed as part of the exploitation work package. All consortium partners will actively contribute to these outputs, which are expected to generate significant impact, especially in the later stages of the project. **Planning for exploitation will commence early to ensure a coherent strategy and the successful achievement of outcomes.**

4.6.2. Individual approach

In addition to the standard exploitation outcomes outlined in WP5, the exploitation strategy for the SOLACE-CEE project will incorporate tailored actions and perspectives from each consortium partner. At the beginning of the project, we will conduct bilateral discussions with partners on a voluntary basis to gather insights into key policy challenges and identify effective channels for exploiting project deliverables.

To support partners in identifying suitable exploitation activities, subsequent sections will propose common solutions specifically tailored for municipalities and NGOs. While these initial lists provide guidance, more detailed insights and recommendations will be developed during bilateral exploitation meetings with partners as the project progresses.

4.6.3. Exploitation for NGOs and citizen-led activist communities

The SOLACE-CEE project presents significant opportunities for NGOs and citizen-led activist communities to benefit from its deliverables. These organizations operate in a unique position, combining grassroots-level insights with practical interventions, making them instrumental in addressing homelessness and promoting social justice.

Below are potential exploitation pathways for leveraging the project results:

Utilization of the developed tools

NGOs and citizen-led activist communities can gain from the implementation of the comprehensive integrated service models, the guidelines and best practices developed during the project for enhancing collaboration across sectors, enabling more effective and inclusive service delivery. Moreover, these stakeholders can also utilize the community engagement strategies developed for

mobilizing local communities to address homelessness and advocate for system changes. The digital solutions developed during the project (e.g. communication campaign, scaling calculator) can empower them to streamline operation, their own data collection and improve outcomes.

Exploring future collaboration opportunities

The SOLACE-CEE project lays the groundwork for future partnerships with NGOs and citizen-led communities to expand their scope. Joint advocacy efforts can be developed by collaborating on campaigns to promote the adoption of integrated services model at regional, national and international levels. These collaborations can help extend the reach of the project's outcomes, ensuring long-term impact.

Scaling Solutions

The deliverables of SOLACE-CEE are designed to support scalability and widespread adoption. The tools developed during the project (e.g. for knowledge sharing) can be made accessible to enable customization and improvement by NGOs and citizen-led activist communities. The HUB framework can be replicated across various regions and by various stakeholders.

Disseminating Results to Inspire Action

To maximize the impact of its findings, SOLACE-CEE will share its outcomes widely among NGOs and activist communities. Accessible materials will be shared to summarize the project's achievements and recommendations. Engaging contents will be developed to mobilize public support, which can be further disseminated by these stakeholders.

4.7. Monitoring and evaluation for Exploitation

To ensure the continued success and scalability of the Integration HUBs and the associated Scaling Calculator, a robust monitoring and evaluation framework will be implemented (see Deliverable 1.3). This framework will enable stakeholders to track progress, measure impact, and identify areas for improvement even after the formal conclusion of the project.

Suggested Monitoring and Evaluation Strategies for exploitation

1. Quarterly Follow-Up Meetings:

- a. Virtual or in-person follow-up meetings with key stakeholders, including government representatives, NGOs, and private partners.

- b. Discussion points will include progress on scaling, financial sustainability, and feedback from HUB operators and beneficiaries.
- c. Minutes and action items from these meetings will guide iterative improvements.

2. **Annual Impact Assessments:**

- a. Conduct comprehensive annual evaluations to assess the HUBs' performance against key metrics such as the number of individuals served, cost savings, and reintegration outcomes.
- b. Use the Scaling Calculator to measure financial and resource optimization as the model is expanded.
- c. Publish reports to maintain transparency and accountability with funders and stakeholders.

3. **Stakeholder Surveys and Feedback Loops:**

- a. Regular surveys of HUB users, operators, and partners to gather qualitative and quantitative feedback.
- b. Incorporate findings into refining operational practices and enhancing the user experience.

4. **Knowledge Sharing and Community Engagement:**

- a. Host annual conferences or webinars to share lessons learned, promote best practices, and foster collaboration among stakeholders.
- b. Encourage stakeholders to contribute updates and case studies to the shared knowledge platforms.

5. **Policy Review and Advocacy Monitoring:**

- a. Track the integration of HUB services into public policies and assess their alignment with national and EU homelessness strategies.
- b. Engage in ongoing advocacy to ensure continued policy support and funding opportunities.

6. **Technical Updates and Tool Maintenance:**

- a. Ensure the Scaling Calculator and other digital tools remain updated and functional, with periodic reviews to incorporate new data or technological advancements.
- b. Provide technical support to stakeholders using these tools to maximize their effectiveness.

By implementing these strategies, the project will maintain momentum, adapt to emerging challenges, and ensure the Integration HUBs and Scaling Calculator continue to deliver meaningful impact long after the project's formal end.

4.8. Sustainability Strategies

4.8.1. Financial Sustainability

- **Accessing EU and National Funding Programs:** Leverage opportunities such as the European Social Fund and national grants dedicated to social inclusion, housing-first initiatives, and healthcare access. This funding will provide the financial foundation for scaling and maintaining the Integration HUBs.
- **Establishing Public-Private Partnerships:** Collaborate with private sector partners, including housing developers, healthcare providers, and impact investors, to secure diversified and long-term financing. These partnerships will not only provide funding but also contribute expertise and resources.

4.8.2. Operational Sustainability

- **Building Local Capacity:** Conduct training sessions and knowledge transfer programs for local teams to equip them with the skills needed to operate HUBs effectively. Empowering local actors ensures that services remain adaptive and community centred.
- **Developing Operational Guidelines:** Create detailed operational guidelines and best practice manuals for HUB management, ensuring quality and consistency across all locations, regardless of regional differences. Regular updates to these guidelines will incorporate new insights and technological advancements.

4.8.3. Policy Sustainability

- **Engaging Policymakers:** Work closely with municipal, regional, and national policymakers to integrate the HUB model into homelessness and social care policies. This will institutionalize the approach, providing a stable policy framework to support long-term operations.
- **Embedding HUBs in Strategic Plans:** Advocate for the inclusion of HUBs in national homelessness strategies and social welfare programs, aligning the project with broader government goals to ensure sustained support and alignment with future initiatives.

5. Environmental & Policy Analysis

5.1. Environment & policy overview

	Hungary	Slovakia	Poland	Bulgaria	Romania
Overview	<ul style="list-style-type: none"> • Limited healthcare programs for homeless individuals, primarily in urban areas • Few dedicated shelters with integrated health services • Reintegration programs mostly focus on employment rather than housing or mental health 	<ul style="list-style-type: none"> • Sparse healthcare options, often reliant on NGOs • Emergency shelters lack comprehensive healthcare services • Reintegration initiatives primarily managed by local NGOs with limited scope 	<ul style="list-style-type: none"> • Public healthcare available but accessibility barriers exist due to lack of documentation • Shelter-based care improving, but regional disparities remain stark • Reintegration focuses on employment but lacks mental health support components 	<ul style="list-style-type: none"> • Inconsistent support services with heavy reliance on international funding • Some pilot projects for integrated care, but not widespread • Reintegration programs are scarce and poorly funded 	<ul style="list-style-type: none"> • Public systems are often under-resourced, with gaps in addressing homelessness • Significant regional disparities in healthcare access for homeless populations. • Reintegration programs fragmented and not standardized

Key trends and challenges	<ul style="list-style-type: none"> • Growing collaboration between NGOs and government bodies in major cities • Slow but notable shift towards integrated healthcare services in shelters • Housing-first initiatives in pilot stages, limited by funding and scalability issues 	<ul style="list-style-type: none"> • Increasing recognition of homelessness as a public health issue • Expansion of mental health services in urban shelters, but rural coverage lags • Housing-first principles being tested in select urban programs 	<ul style="list-style-type: none"> • Efforts to streamline documentation for healthcare access have been launched • Advocacy groups pushing for mental health inclusiveness in existing services • Some municipalities adopt housing-first models as part of EU funding requirements 	<ul style="list-style-type: none"> • Experimentation with housing-first models in urban centers • Grassroots advocacy for better service integration gaining momentum • Increased use of EU funds for developing basic healthcare services for the homeless 	<ul style="list-style-type: none"> • Growing adoption of EU-backed housing-first initiatives • Emergence of pilot programs connecting housing and healthcare • Municipalities beginning to align with EU practices for integrated reintegration programs
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5.2. PESTEL analysis

Political

- **Government Prioritization:** Governments in Hungary, Slovakia, Poland, Bulgaria, and Romania are increasingly recognizing homelessness as a policy priority, driven by EU directives on social inclusion and housing-first approaches.
- **Legislative Support for Integration:** Policies encouraging cross-sector collaboration (e.g., healthcare, housing, social services) align with innovative solutions that integrate services for homeless individuals.
- **Challenges:** Political instability in some countries may affect the continuity of programs, while restrictive regulations on NGOs could limit their contributions.

Economic

- **Funding Opportunities:** EU funding and grants, such as those under the European Social Fund, provide significant resources for innovation in homelessness support systems.
- **Economic Disparities:** Regional inequalities create challenges in scaling solutions uniformly across urban and rural areas.

- **Cost Efficiency:** Integrating healthcare, housing, and reintegration services reduces duplication of effort and increases efficiency, which appeals to cost-conscious policymakers and funders.

Social

- **Growing Awareness:** Public attitudes are shifting toward viewing homelessness as a systemic issue rather than an individual failing, fostering support for comprehensive, humane solutions.
- **Focus on Reintegration:** Societies increasingly value programs that promote reintegration into the workforce, aligning with initiatives that emphasize skill-building and employment pathways.
- **Stigma Challenges:** Persistent stigmas surrounding homelessness and mental health may hinder participation in reintegration programs or public support for innovative solutions.

Technological

- **Digital Tools for Coordination:** Innovative platforms that connect healthcare providers, housing services, and employment agencies are gaining traction, ensuring seamless service delivery.
- **Telehealth Adoption:** The rise of telemedicine offers an opportunity to address gaps in physical and mental healthcare access for homeless individuals, especially in remote areas.
- **Data-Driven Decision Making:** The use of data analytics to track program outcomes and optimize resource allocation is becoming a standard practice in innovative homelessness solutions.

Environmental

- **Urbanization Trends:** Rapid urbanization in these countries highlights the need for scalable solutions to homelessness, particularly in high-density areas where demand for services is growing.
- **Sustainability Focus:** Projects that align with sustainability goals (e.g., green housing initiatives for the homeless) are more likely to gain public and institutional support.
- **Climate Vulnerabilities:** Homeless populations are disproportionately affected by extreme weather events, increasing the urgency for solutions that integrate environmental resilience.

Legal

- **Supportive Frameworks:** EU legal frameworks promote the right to housing and healthcare, providing a basis for innovations that connect these services.
- **Data Protection Regulations:** Compliance with GDPR and other privacy laws is critical when implementing technology-driven solutions for managing sensitive personal data.
- **Barriers to Accessibility:** Legal hurdles, such as requirements for documentation to access services, pose challenges that innovative systems must address to ensure inclusivity.

5.3. SWOT analysis

Strengths

- **Integrated Approach:** Combines physical and mental healthcare, housing, and reintegration services into a seamless system, addressing the root causes of homelessness holistically.
- **Alignment with EU Policies:** Leverages EU funding and support for housing-first and social inclusion initiatives, ensuring policy alignment and credibility.
- **Technological Innovation:** Incorporates digital platforms and telehealth services, making coordination more efficient and accessible, particularly for rural and underserved areas.
- **Cost Efficiency:** Reduces redundancy in service delivery, optimizing resource utilization and appealing to stakeholders seeking economic sustainability.
- **Partnership Potential:** Strong opportunities to collaborate with NGOs, government bodies, and private sector entities to scale and sustain the project.

Weaknesses

- **Fragmented Systems:** Existing services are siloed, making integration a challenging and time-consuming process.
- **Limited Awareness:** Lack of public knowledge about the benefits of integrated systems may hinder initial adoption and support.
- **Dependence on External Funding:** Reliance on EU grants and other external sources may pose sustainability risks if funding diminishes.
- **Complex Data Management:** Navigating GDPR and privacy laws for sensitive data can complicate the deployment of digital tools.

- **Regional Disparities:** Variability in infrastructure and resources across urban and rural areas may limit uniform implementation.

Opportunities

- **Growing Public Awareness:** Rising societal support for humane and systemic solutions to homelessness provides a fertile ground for innovative models.
- **Technological Advancements:** The increasing adoption of telehealth, mobile applications, and data analytics can improve service delivery and tracking outcomes.
- **EU Policy Momentum:** Initiatives like the European Pillar of Social Rights and housing-first programs provide a policy backdrop that encourages integrated solutions.
- **Corporate Social Responsibility:** Partnering with businesses on social initiatives can enhance funding and visibility while fulfilling corporate sustainability goals.
- **Scalability Potential:** Success in pilot projects can be replicated across regions, creating a scalable model adaptable to different socio-economic contexts.

Threats

- **Political Instability:** Shifting political priorities or unstable governments in target countries may delay or derail implementation.
- **Economic Constraints:** Regional economic disparities and budget cuts could impact the availability of resources for scaling and sustaining the project.
- **Cultural Resistance:** Persistent stigmas around homelessness and mental health could create barriers to participation and acceptance of the integrated model.
- **Competition for Resources:** Other initiatives targeting homelessness or healthcare might compete for limited funding and stakeholder attention.
- **Technological Risks:** Potential issues with digital platforms, such as cybersecurity vulnerabilities or lack of user-friendliness, may hinder adoption.

5.4. Target Environmental Analysis

	Hungary	Slovakia	Poland	Bulgaria	Romania
T a r g e t a u d i e n c e	Primary: Homeless individuals, particularly in urban areas with limited access to integrated services	Primary: Homeless populations in urban areas and transitional shelters	Primary: Urban homeless populations, with a focus on those with mental health needs	Primary: Homeless individuals concentrated in urban and peri-urban areas	Primary: Homeless individuals in urban and marginalized rural communities
	Secondary: Local NGOs, healthcare providers, and municipal housing authorities	Secondary: Local NGOs and social service providers engaged in housing-first initiatives	Secondary: Municipal governments and advocacy organizations	Secondary: NGOs and international agencies working in homelessness support	Secondary: Municipalities, local charities, and healthcare organizations
C u s t o m e r a n a l y s i s	Demographics: Predominantly male, middle-aged, with a significant portion experiencing chronic homelessness	Demographics: Diverse age groups; rising youth homelessness and long-term unemployed	Demographics: Varied, but with notable elderly and disabled homeless populations	Demographic s: Mixed age demographics with significant focus on family homelessness	Demographic s: Increasing rates of women and families among homeless populations.
	Preferences: Accessible, stigma-free services that address both immediate and long-term needs	Preferences: Coordinated services that reduce bureaucratic barriers	Preferences: Holistic care combining housing, healthcare, and employment support.	Preferences: Programs emphasizing family support and reintegration.	Preferences: Comprehensive systems that include healthcare access and housing-first models.
	Segmentation: Urban homeless, long-term unemployed, and individuals with mental health needs.	Segmentation: Shelter residents, street homeless, and rural migrants seeking services.	Segmentation: Shelter users, individuals in temporary housing, and those needing mental health services.	Segmentation : Urban shelter residents and families at risk of homelessness	Segmentation : Long-term homeless, rural homeless, and families in transitional housing.

5.5. Competitive Landscape

5.5.1. Key Competitors

The landscape of homelessness support services in Hungary, Slovakia, Poland, Bulgaria, and Romania features a mix of public programs, non-governmental organizations (NGOs), and private initiatives. Some key competitors include:

- **Public Housing and Social Services:** Municipal programs providing shelters, housing subsidies, and basic social services. These services are often fragmented and underfunded, limiting their effectiveness.
- **NGOs and Charities:** Organizations like Red Cross, and regional NGOs that focus on homelessness through targeted programs, such as emergency shelters, soup kitchens, and limited reintegration support.
- **Private Sector Initiatives:** Corporate social responsibility (CSR) projects addressing homelessness, often through one-off donations or sponsorships for shelters.

5.5.2. Comparison of Offerings and Gaps

	Public services	NGOs/charities	Private sector initiatives	SOLACE
Healthcare access	Limited integration with housing services	Focus on immediate healthcare needs, often via partnerships	Rarely involved directly in healthcare	Fully integrated physical and mental healthcare
Housing solutions	Primarily emergency shelters or housing subsidies	Offers transitional housing in some cases	Rare involvement in housing solutions	Housing-first approach for stability
Reintegration programmes	Focus on short-term training or job placement	Limited to local employment initiatives	Occasionally sponsors job training programs	Comprehensive reintegration: jobs, skills, and social inclusion
Technology integration	Minimal, largely paper-based systems	Rare use of digital tools for coordination.	Occasionally funds technology upgrades for NGOs	Digital platform connecting all services
Scalability	Restricted by bureaucratic inefficiencies	Dependent on funding availability	Limited scalability due to lack of long-term commitment	Designed for scalability and adaptability

5.5.3. Similar Initiatives

While some programs share elements of SOLACE project's vision, none combine all three pillars: healthcare, housing, and reintegration, into a seamless, technology-driven system. Notable examples include:

- **Housing First Europe Hub:** Focuses on housing-first principles across several European cities, providing valuable lessons but lacking direct integration with healthcare and reintegration services.
- **Caritas Initiatives:** Caritas operates various programs targeting homelessness across the region, often emphasizing short-term solutions like shelters or food aid without long-term integration.
- **EU Social Fund Projects:** EU-funded initiatives aimed at reintegration through employment and training. While impactful, they often lack the holistic focus on health and housing.

5.5.4. Competitive Advantage

SOLACE stands apart by:

- Offering an integrated model that addresses homelessness holistically, ensuring seamless service delivery across healthcare, housing, and reintegration.
- Leveraging technology to connect stakeholders, improve accessibility, and optimize resource use.
- Focusing on scalability and regional adaptability, ensuring the model can expand across diverse socio-economic contexts.

This comprehensive approach fills significant gaps in the competitive landscape, setting a new standard for addressing homelessness in the region.

5.6. Feasibility and Strategy

5.6.1. Leveraging Strengths

Our project's integrated approach to homelessness addresses the root causes by connecting healthcare, housing, and reintegration services, creating a seamless system that stands out for its innovation and effectiveness. Key strategies to leverage these strengths include:

- **Collaborative Partnerships:** Build on relationships with NGOs, municipal authorities, and healthcare providers to pool resources and enhance the reach of integrated solutions.
- **Policy Alignment:** Utilize EU directives and funding opportunities to ensure financial and operational sustainability while aligning with government objectives.
- **Technological Innovation:** Deploy digital platforms and telehealth tools to improve service coordination and accessibility, particularly for underserved rural and remote populations.
- **Cost-Effective Models:** Emphasize the efficiency of integrated systems to attract both public and private investment, making the case for long-term economic sustainability.

5.6.2. Mitigating Threats and Weaknesses

To address potential barriers to success, the project will implement targeted strategies to minimize threats and overcome weaknesses:

- **Siloed Systems:** Facilitate workshops and training sessions to encourage cross-sector collaboration among healthcare, housing, and social service providers, breaking down institutional silos.
- **Funding Dependence:** Develop a diversified funding strategy that includes private sector partnerships, social impact bonds, and community contributions to reduce reliance on external grants.
- **Cultural Resistance:** Launch awareness campaigns to address stigma surrounding homelessness and mental health, fostering greater public and stakeholder acceptance of integrated services.
- **Data Management Challenges:** Prioritize compliance with GDPR and invest in secure, user-friendly technology to ensure sensitive data is handled appropriately and efficiently.
- **Regional Disparities:** Design flexible, scalable models that can adapt to the unique socio-economic contexts of urban and rural regions, ensuring equitable service delivery.

5.6.3. Alignment with Trends and Objectives

The project is well-positioned to capitalize on emerging trends and align with broader social and policy objectives:

- **EU Housing-First Initiatives:** By embracing the housing-first model, the project aligns with the EU's focus on stable housing as a prerequisite for addressing other aspects of homelessness.
- **Technological Adoption:** Trends in digital transformation, particularly in telehealth and data analytics, provide a foundation for innovative and scalable solutions.
- **Sustainability Goals:** Incorporating environmentally sustainable practices in housing solutions aligns with global and EU sustainability objectives, enhancing the project's appeal to diverse stakeholders.
- **Social Innovation Demand:** As societal attitudes shift toward systemic approaches to homelessness, the project meets growing demand for holistic, impactful solutions.
- **Workforce Reintegration Focus:** Aligning reintegration programs with local labor market needs ensures economic relevance and increases the long-term success of participants.

By leveraging strengths, addressing weaknesses and threats, and aligning with current trends and objectives, the project demonstrates a clear pathway to feasibility, sustainability, and meaningful impact.

5.7. Environmental & Policy Potential Summary

The integrated homelessness support project demonstrates significant policy potential across Hungary, Slovakia, Poland, Bulgaria, and Romania. Rising public and governmental awareness of homelessness as a systemic issue, combined with EU funding opportunities and a growing emphasis on housing-first and reintegration programs, create a fertile environment for innovation. By addressing critical gaps, such as fragmented services, limited access to healthcare, and insufficient reintegration programs, the SOLACE project aligns with current trends and presents a scalable, impactful solution.

The adoption of technology-driven tools and a holistic approach further strengthens the project's viability, appealing to diverse stakeholders, including governments, NGOs, private sector partners, and the general public. This alignment with social and economic priorities positions the project as a transformative model in the fight against homelessness.

5.7.1. Actionable Recommendations for maximizing policy outreach

To capitalize on policy potential and ensure the long-term success of the initiative, a series of actionable recommendations have been developed. These recommendations focus on fostering strategic partnerships, leveraging innovative technology, piloting integrated services, securing sustainable funding, raising public awareness, and addressing regional disparities. Each recommendation is designed to maximize the impact and scalability of the project's outcomes.

5.7.2. Develop Strategic Partnerships

Establishing robust partnerships is critical for leveraging expertise and resources:

- Collaborate with NGOs, municipal governments, and healthcare providers to integrate their existing infrastructure and knowledge into the project framework.
- Engage private sector partners through corporate social responsibility (CSR) initiatives. These partnerships can provide funding, enhance visibility, and bring innovative solutions to the project.

5.7.3. Pilot Integrated Services

Piloting the integrated service model allows for practical testing and refinement:

- Implement pilot projects in urban areas with significant homeless populations, prioritizing high-demand regions to showcase the model's effectiveness.
- Gather comprehensive data and feedback during the pilot phase to address potential challenges and refine the approach before scaling.

5.7.4. Leverage Technology

Technology is a key enabler for coordination and efficiency in service delivery:

- Invest in user-friendly digital platforms that connect healthcare, housing, and reintegration services, facilitating seamless communication and collaboration.
- Employ data analytics tools to monitor outcomes, measure success, and support evidence-based decision-making processes.

5.7.5. Secure Multi-Source Funding

Diversified and sustainable funding streams are essential for the project's longevity:

- Access EU funding mechanisms, such as the European Social Fund, while simultaneously pursuing private investments, social impact bonds, and local contributions.
- Create a financial sustainability plan to ensure continuous operations beyond the initial funding phase, reducing reliance on external sources over time.

5.7.6. Raise Public Awareness

Building public support and reducing stigma surrounding homelessness and mental health are crucial:

- Launch targeted awareness campaigns that highlight the importance and impact of addressing homelessness through an integrated approach.
- Showcase success stories from pilot projects to increase stakeholder confidence and build momentum for broader implementation.

5.7.7. Address Regional Disparities

Ensuring equitable access to services across different socio-economic contexts is a priority:

- Develop adaptable service delivery models for urban and rural areas to account for varying regional needs.
- Enhance capacity in underserved areas by providing training programs and allocating additional resources to bridge gaps in service availability.

These actionable recommendations lay the groundwork for achieving the project's objectives while ensuring scalability, sustainability, and impact across diverse contexts.

6. Conclusions and Recommendations

The Exploitation and Sustainability Plan outlines a strategic framework that will ensure the SOLACE – CEE project achieves not only successful implementation but also long-term sustainability and widespread adoption. By focusing on the core aim of addressing the complex needs of key stakeholders, the document creates a pathway for ensuring that the project's impact will be felt far beyond the pilot phase.

While the document provides a solid foundation for ensuring lasting impact, the following recommendations can further strengthen the project's sustainability and help maximize its outcomes:

- **Strengthening stakeholder networks:** Continuously engage with local governments, NGOs, and community-based organizations to ensure ongoing support and advocacy for the project. Regular workshops, feedback loops, and joint initiatives can help maintain stakeholder commitment and ensure the project's adaptability to local needs.
- **Leverage Technology and Data:** Continue investing in digital health solutions and data-driven approaches to improve service delivery. By further developing telemedicine, digital health records, and data-sharing platforms, the project can increase efficiency and extend its reach, even in areas with limited physical infrastructure.
- **Enhancing policy advocacy:** Use the insights gathered from the project's outcomes to inform policy decisions at local, regional, and national levels. This could include advocating for systemic changes that integrate trauma-informed care into broader social service frameworks and promoting the Housing First model as a key policy approach for addressing homelessness.
- **Diversify Funding Sources:** Explore diverse funding opportunities, including private-sector partnerships, philanthropic contributions, and national or EU grants. A diversified funding strategy will help ensure the long-term financial sustainability of the Integration HUBs and the continuation of services for homeless individuals.
- **Replication and scaling:** Identify additional cities or regions where the SOLACE – CEE model can be replicated. By engaging with policymakers and service providers in new locations early in the process, the project can accelerate its scaling while adapting to local contexts.

- **Fostering capacity building:** Invest in training and capacity-building initiatives for staff and stakeholders involved in the project. By empowering local service providers, the project will ensure its approach is sustainable beyond the pilot phase.
- **Monitoring and Evaluation:** Establish ongoing monitoring and evaluation mechanisms to assess the long-term impact of the project on the target group. This data will be critical in refining the project's strategies and demonstrating its success to future funders, policymakers, and stakeholders.

In conclusion, this document provides a detailed, strategic approach to ensuring that the innovative solutions piloted within the SOLACE – CEE project will have lasting impact and achieve widespread adoption. By building on strong stakeholder engagement, clear exploitation pathways, and a solid environmental and policy foundation, the Plan sets the stage for the long-term success of the project, ensuring that its outcomes continue to improve the lives of chronically homeless individuals well into the future. Implementing the recommended strategies will further enhance the project's potential for replication, scaling, and sustainability, ultimately contributing to systemic change in addressing homelessness across the region.

7. Relevant documents

N/A

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