

Local Action Plan

**for the social and labour inclusion of Ukrainian
refugees in the city of Arad**



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Deliverable Description

The "Local Action Plan for the social and labour inclusion of Ukrainian refugees in the city of Arad" (Arad LAP) is a strategic instrument for Community Intervention. It translates the Andalusian ERACIS Model (Regional Strategy for Social Cohesion and Inclusion) into the local context of Arad.

This document is not merely a list of administrative tasks; it is a Pact for Local Cohesion. It creates a framework for "Network Work" (Trabajo en Red), uniting the public social services (DAS Arad), the employment service (AJOFM), and the third sector (UUR, Centrul de Vis) into a single, cohesive intervention unit. The plan moves beyond traditional assistance to design Personalized Social and Labour Insertion Itineraries for the most vulnerable members of the refugee community.

Purpose and Objectives

The purpose of the Arad LAP is to implement an Integrated Model of Social Intervention. The ECSILI piloting phase (WP3) aims to demonstrate that social exclusion cannot be fought in silos, but requires a holistic, territory-based approach.

Core Objective

To design and implement Personalized Insertion Itineraries for Ukrainian refugees, supported by a local network that acts as a single mechanism of inclusion.

Specific Objectives:

To Consolidate the "Local Intervention Network": Establishing a permanent, structured dialogue between DAS, AJOFM, and NGOs, operationalized through a shared Collaboration Protocol.

To Implement "Active Inclusion": Shifting from passive benefit provision to activation measures (profiling, training, employment), ensuring that beneficiaries are protagonists of their own change.



To Ensure "Complementarity": Validating a model where public resources (legal frameworks, benefits) and private/NGO resources (community trust, flexibility) reinforce each other to prevent duplication and gaps.

The integration of the SkillLab digital profiling tool is a key component of this LAP, providing a practical methodology for case managers to help participants identify, articulate, and validate their skills, thereby overcoming critical barriers of underemployment.

The City of Arad in a Nutshell

Arad Municipality is the capital city of Arad County, situated in the western part of Romania, on the Mureş River. It is a significant economic, industrial, and transport hub, located on the Pan-European Corridor IV, and serves as a major gateway to Western Europe, being in close proximity to the Hungarian border.

The city covers an area of approximately 300 square kilometers (municipality) and has a population of around 145,000 inhabitants (Source: 2021 Romanian Census, INSSE). Arad is known for its rich multicultural and multi-confessional history. Economically, it has one of the lowest unemployment rates in the country and a strong industrial base, particularly in automotive manufacturing, components, textiles, and logistics. This creates a dynamic and absorbent labour market, though demand is often highest in the manufacturing and service sectors.

Local Ecosystem of Support & Integration Policy

Unlike cities with a single, centralized intercultural center, the local ecosystem of support in Arad is comprised of multiple, specialized actors. The Local Needs Analysis (LNA) identified this "fragmentation" as a primary challenge, as refugees are often unsure where to go for specific services (e.g., employment, language, community support).

- 1. Public Institutions:** The Social Care Directorate (DAS Arad) is the main municipal body for all vulnerable groups, providing initial assessment, counselling, and social benefits. The County Agency for Employment (AJOFM Arad) is the public body for labour market registration and mediation.
- 2. Non-Governmental Sector:** The LNA confirmed that NGOs are a flexible and trusted pillar of support. The Union of Ukrainians in Romania (UUR) - Arad Branch provides critical cultural and language support. Grassroots organizations like the "Centrul de Vis" Association offer vital community and psycho-social support for mothers and children.



A core objective of the ECSILI project is to formalize the collaboration between these key actors (DAS, AJOFM, UUR, Centrul de Vis) through a Collaboration Protocol (see Annex 3), effectively creating the coordinated integration model that is currently missing.

Historical Context

From Emergency Response to Structural Integration

At the onset of the conflict, Arad Municipality demonstrated its capacity for solidarity through the Ukrainian Refugee Information and Support Centre, an emergency structure that successfully centralized support. As the crisis evolved from emergency to protracted displacement, this centralized structure dissolved, and actors returned to their institutional silos.

The ERACIS Vision: Rebuilding the Network

The ECSILI project aims to evolve from that emergency response to a Structural Network of Inclusion. In the ERACIS philosophy, the territory itself acts as the intervention agent. Our "Local Ecosystem" is re-conceptualized as a Network of Complementary Nodes: the social node (DAS Arad) as the entry point and case management anchor, the employment node (AJOFM) as the bridge to economic autonomy and the community node (UUR & Centrul de Vis) being the space for cultural mediation and social bonding.

We are moving from a "Service-Provider" model to a "Community Dynamization" model. The goal is not just to fix a problem, but to integrate the person into the fabric of the city.

Analysis and Diagnosis of the Ukrainian Population in Arad

Based on the Participatory Diagnosis (WP2), the target group in the municipality of Arad consists of approximately 150 individuals (down from an initial aprox. 280 in the year before).

Significance of the Shift

This reduction in numbers allows for a qualitative shift in our intervention strategy. We are moving from "mass management" to high-intensity personalized Intervention. The



remaining population is characterized by higher vulnerability and more complex structural barriers (e.g., single mothers with long-term unemployment, professional de-skilling).

Profile

- 1. Demographics:** Primarily women (90-95%) aged 30-50, heads of single-parent households.
- 2. Vulnerability:** Economic fragility due to single incomes and private rental costs.
- 3. Human Capital:** Diverse educational backgrounds, often facing "brain waste" due to underemployment.

In Arad *County*, a total of 635 employment contracts for Ukrainian citizens were registered between 2022 and early 2025 (Source: AJOFM Arad), indicating a strong desire to work.

The target group analysis for the Arad Municipality shows:

- 1. Age:** The majority are of prime working age, typically between 30 and 50 years old.
- 2. Gender:** The demographic is overwhelmingly female (approx. 90-95%), consisting mainly of mothers with children.
- 3. Economic Situation:** The community is economically vulnerable. With state financial aid programs concluded, households are entirely dependent on single-earner incomes, often from low-skilled jobs, which must cover private rent and living expenses.
- 4. Education Levels:** The educational background is diverse and often high. Many individuals hold university degrees and have professional qualifications (e.g., teachers, engineers, economists) from Ukraine.
- 5. Employment Levels:** While a high percentage are employed, this is predominantly underemployment. Highly skilled professionals are often working in hospitality, cleaning, or manufacturing.

Current Employment Situation of Refugees in Arad

The primary challenge for Ukrainian refugees in Arad is not unemployment, but systemic underemployment. The local labour market is absorbent, but refugees face significant barriers to accessing qualified jobs that match their skills and education.

The key barriers identified in the Local Needs Analysis are:

1. **The Language Barrier:** This is the central obstacle, preventing access to qualified, client-facing, or administrative jobs.
2. **Diploma Recognition:** The national process (CNRED) is perceived as slow, costly, and bureaucratic, with no local guidance centre to assist.
3. **Childcare:** As the community consists mainly of single mothers, the lack of flexible or affordable childcare solutions often limits them to part-time or shift-based low-skilled work.
4. **System Fragmentation:** A refugee may find a job via AJOFM but not know about the language courses at UUR or the support groups at Centrul de Vis. This prevents a holistic integration approach.

Despite these barriers, the local context provides assets. The SkillLab tool is seen as a key innovation to help participants articulate their transversal skills *despite* the language barrier. Furthermore, the formalized partnership between DAS Arad, AJOFM, UUR, and Centrul de Vis creates a "support ecosystem" capable of addressing the individual's needs holistically.

General Guiding Principles

The design of the Arad LAP follows the guiding principles of the ERACIS strategy, adapted to the Arad context based on the LNA.

This plan is rooted in the fundamental principles of the Andalusian Strategy (ERACIS):

Guiding principle	Description
Empowerment over dependency	The LAP highlights the strengths and potential of both the city itself and the people who live there, particularly Ukrainian refugees making them an active partner in the process.
Community focus	We intervene not just on the individual, but on their social environment, fostering links with the local community to combat isolation.



Integration of the gender perspective	Recognizing the specific burden on refugee women, all actions (e.g., job fairs, training) are designed with reconciliation measures (childcare) in mind.
Comprehensiveness	Intervention addresses all dimensions of the person (social, labour, cultural) simultaneously, not sequentially. Employment support happens alongside social support.
Public-private cooperation	All the initiatives contained in the LAP are viable and coordinate with the public and private stakeholders active in the city. Cooperation is key not only in the design, but also in the implementation, monitoring, and evaluation.
Participation of citizens and the intervening actors	The beneficiary is a partner in the process, not a passive subject of administration.
Coordination	For the design and implementation of the LAP, effective collaboration and coordination networks have been established to avoid duplication and gaps. Likewise, internal and external coordination mechanisms, as well as governance and participation structures, have been identified.
Prevention	Factors influencing the critical stages of social exclusion have been identified, as well as measures to be taken to act early and effectively to reduce this risk.
Preferential and intelligent use of city assets	The LAP is open to the use of assets and resources available all around the city.
Solidarity and equity	The LAP aims to advance greater social cohesion in the city. Therefore, the planned measures will be applied preferentially to those most vulnerable, in pursuit of real and effective equality of opportunity.
Person and family-centered approach	The "Individual Action Plan" becomes a living roadmap co-designed with the participant, respecting their pace and autonomy. Furthermore, we intervene not just on the individual, but on their social environment, fostering links with the local community to combat isolation.
Promotion of interculturality and human diversity	The Plan considers human diversity in the city from its design, thus paying attention to cultural diversity from the perspective of interculturality.



Specific guiding principles

Guiding principle	Description
Integrity	Network work - No institution works alone. Resources are optimized through coordination to avoid "institutional wandering" of the beneficiary.

Objectives, Measures, Actors, Indicators, and Calendar

Objective	Measure	Description	Actors	KPI	Calendar
1. Establish a coordinated, case-managed system for social and labour market inclusion of refugees.	1.1 Launching the procedure to adopt coordinated case management system ex; signage of protocol with AJOFM, adoption of protocol, divide responsibilities...	Official Signing of the Collaboration Protocol & First Steering Group Meeting	All partners	Adoption	Dec. 2025
	1.2 Joint Pilot Launch & Activation Event.	A community event to activate the target group, kickstart the intake process, and introduce the support system	DAS & Partners	Min. 20 beneficiaries activated	Jan. 2026
2. Personalise career and integration	2.1. Diagnostic Profiling & Counseling.	1-on-1 sessions to build the "Professional	DAS Case Managers, AJOFM,	20 profiles completed on the app.	Jan - Feb 2026

pathways through use of the SkillLab digital profiling tool.		Portrait" using SkillLab and define the Insertion Itinerary.	Centru de Vis, UUR		
3.Strengthen collaboration among municipal services, NGOs, employers and education providers.	3.1. Consolidation of the Local Network.	Implementation of the Collaboration Protocol and activation of the Inter-Institutional Working Group.	DAS Arad, AJOFM, UUR, Centrul de Vis	100% attendance at monthly meetings.	Oct 2025 - Aug 2026
	3.2 Local Training (Staff & Partners).	Capacity building for the network on the LAP and SkillLab tool. (Replaces Workshop 1-2)	DAS, AJOFM, UUR, Centrul de Vis	20 trained professionals	Dec 2025
4. Increase access to qualified employment	4.1. "Job Fair" (Piata Locurilor de Munca).	A tailored mediation event connecting the "Itinerary" participants with sensitized employers.	AJOFM (Lead) & DAS	1 Event held.	Feb. 2026
	4.2. Vocational Counseling & Legal Support.	Specialized guidance on rights, benefits, and labour market regulations.	AJOFM	As per IAP needs.	Continuous Dec. 25 – Jul. 26
5. Foster social inclusion and emotional well-being of	5.1. Language Competence building	Flexible language modules to support the itinerary and	UUR Arad	Courses active on demand.	Periodic

participants in the program		combat isolation.			
	5.2. Community Accompaniment.	Psychosocial support and childcare solutions to ensure retention in the itinerary.	Centrul de Vis	10 active referrals.	Nov 2025 - Mar 2026
6. Ensure monitoring and sustainability	6.1. Collaborative Monitoring & Evaluation.	Participatory review of the pilot's progress and the network's effectiveness.	All Partners	Bi-monthly reviews.	Oct 2025 - Aug 2026

Operational Roles and Functions in the ECSILI Piloting Phase

Like in the ERACIS model, partners in ECSILI will function as complementary nodes within a single system like so:

The Coordinating Node: DAS Arad (Social Care Directorate)

- a. **Role:** Case Management & Itinerary Design.
- b. **Function:** DAS Case Managers are the "Reference Professionals" for the beneficiary. They are responsible for the 1-on-1 profiling (using SkillLab) and for maintaining the coherence of the Insertion Itinerary. They ensure the person stays on the path.

The Strategic Node: AJOFM Arad (Employment Agency)

- a. **Role:** Labour Market Expertise & Mediation.
- b. **Function:**
 - **Legal Levers:** Provides the statutory framework for employment (rights, benefits).
 - **Vocational Counseling:** Offers high-level advice for complex cases referred by DAS.
 - **Mediation:** Leads the organization of the "Job Fair", bridging the gap between the beneficiaries' profiles and employer needs.



Note: AJOFM does not access the profiling app directly but acts on the outputs generated.

The Community Nodes: UUR Arad & Centrul de Vis

- a. **Role:** Proximity & Accompaniment.
- b. **Function:**
 - **UUR:** Provides the linguistic bridge. Language courses are organized flexibly, adapting to the beneficiaries' schedules to support their itinerary.
 - **Centrul de Vis:** Provides the "social glue." They offer the childcare and psycho-social support that makes participation in the labour market possible for single mothers.

Governance Structure

The governance mirrors the Participatory Management style of ERACIS as follows:

1. The Strategic Committee (Steering Group):

- Composed of the Directors of all partner entities.
- Ensures political/institutional commitment to the "Network Work" model.
- Approves the LAP and the Sustainability Plan.

2. The Technical Commission (Inter-Institutional Working Group):

The Technical Commission is composed of DAS Case Managers and management team and designated employees from partners.

This is the "Engine Room" of the pilot. It meets monthly to discuss integrated cases (Case Conferencing), resolve bottlenecks in the itinerary, and adapt activities (like the recruitment event) to real-time needs.

Monitoring and Evaluation

Evaluation in ECSILI is a tool for continuous improvement throughout:

1. **Technical Monitoring:** The responsibility of Project Experts. They will aggregate the data from the SkillLab platform and the IAPs to track Key Performance Indicators (KPIs).
2. **Participatory Evaluation:** The Local Partners will participate in Qualitative Review Sessions lead by the ECSILI external monitoring and evaluation experts to collect data on their experience with the piloting. Their role is to provide



feedback on the *quality* of the collaboration and the *effectiveness* of the network, ensuring the model remains grounded in reality.

This continuous monitoring will follow the guidelines of the Monitoring and Evaluation Framework deliverable, created by the dedicated experts who are supporting the project consortium. The framework outlines methodology for data collection and provides tools necessary to conduct these evaluations such as interview questions and questionnaires.

Outcomes of the activities foreseen within the present Local Action Plan will be continuously assessed with the project consortium during the monthly Steering Committee meetings using the indicators provided in the Monitoring and Evaluation Framework Deliverable.

Dissemination

Dissemination will ensure that the project's objectives, actions, and results are communicated effectively.

1. **Internally:** Information will be shared continuously between partners during the monthly Working Group meetings to maintain coordination.
2. **Externally:** Dissemination will aim to raise awareness among the Ukrainian community, employers, and other local stakeholders. This will be carried out through institutional websites (DAS Arad, AJOFM), social media, and community events (organized by UUR and Centrul de Vis). All partners will collaborate on a final local press release and will participate in the project's National Webinar to share the Arad model.

Annex 1: Standard Operating Procedure (SOP) - Arad

Responsible: DAS Arad	Network's Actions	Beneficiary Actions
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**Step 1
Active
Recruitment,
Outreach &
Initial
Contact**



*SkillLab
profiling tool
isn't used at
this stage*

- **1a. Active Outreach (Project Action):**

DAS Case Managers actively review internal databases of registered beneficiaries to identify potential candidates for the pilot.

Network Partners (UUR, Centrul de Vis) actively inform eligible refugees within their communities and refer them to DAS Arad for the pilot.

DAS Arad sends invitations to potential candidates to attend the "Joint Pilot Launch Event" (Step 1.1 in Calendar).

Criteria for Selection:

- **Legal Status:**
Beneficiaries of Temporary Protection residing in Arad Municipality + refugee status required

1b. Refugees respond to invitations or proactively contact the DAS Arad public relations office seeking assistance.

They attend the information session/launch event to learn about the pilot's benefits

	<ul style="list-style-type: none"> • Vulnerability Profile: Priority is given to single-parent households, long-term unemployed individuals, and those currently underemployed (overqualified for current job). • Motivation: Willingness to commit to a medium-term insertion itinerary. 	
	<p>1c. Visible actions by DAS Arad (Initial Contact):</p> <p>Staff provide detailed information about the ECSILI pilot, the SkillLab tool, and the "Insertion Itinerary" approach.</p> <p>If the request is outside the pilot's scope, staff refer the refugee to competent institutions (ISJ, etc.).</p>	

Responsible: DAS Arad	Network's Actions	Beneficiary Actions
<p>Step 2: Registration, Social Assessment & Skills Profiling – after participant agrees to take part in the pilot</p> <p> <i>SkillLab profiling tool is actively used</i></p>	<ul style="list-style-type: none"> • 2b. Visible actions by DAS Arad: <p>Registration: DAS staff register the beneficiary in the project database.</p> <p>Social Assessment: A social worker conducts the initial holistic assessment (housing, health, family needs).</p> <p>Skills Profiling (SkillLab Usage): This is the key step where the tool is used. The Case Manager introduces the SkillLab application to the beneficiary, assists them in creating their digital profile, and helps them articulate their transversal skills and professional history using the tool.</p>	<p>2a. The refugee agrees to participate in the pilot and provides necessary documents.</p> <p>Participates in an in-depth intake interview with the DAS Case Manager.</p>

	<p>2c. Behind-the-scenes actions:</p> <p>The Case Manager analyzes the SkillLab results to identify "hidden skills" and potential career paths.</p> <p>Case documentation is opened; consent forms for data sharing with partners are signed.</p>	
<p>Responsible: DAS Arad</p>	<p>Network's Actions</p>	<p>Beneficiary Actions</p>
<p>Step 3: Co-design of the Insertion Itinerary (IAP)</p> <p> <i>SkillLab profiling tool is actively used</i></p>	<p>2b. Visible actions by DAS Arad:</p> <p>Based on the Social Assessment and SkillLab Profile, the Case Manager drafts the personalized Insertion Itinerary.</p> <p>The itinerary identifies specific referrals needed (e.g., "Refer to UUR for language," "Refer to AJOFM for job matching").</p>	<p>2a.</p> <p>Collaborates with the Case Manager to define long-term goals (employment, education, community integration).</p> <p>Signs the Individual Action Plan (IAP).</p>

	<p>2c. Behind-the-scenes actions:</p> <p>The Case Manager analyzes the SkillLab results to identify "hidden skills" and potential career paths.</p> <p>Case documentation is opened; consent forms for data sharing with partners are signed.</p>	
<p>Responsible: DAS Arad</p>	<p>Network's Actions</p>	<p>Beneficiary Actions</p>
<p>Step 2: Registration, Social Assessment & Skills Profiling – after participant agrees to take part in the pilot</p> <p> <i>SkillLab profiling tool is actively used</i></p>	<ul style="list-style-type: none"> • 2b. Visible actions by DAS Arad: <p>Registration: DAS staff register the beneficiary in the project database.</p> <p>Social Assessment: A social worker conducts the initial holistic assessment (housing, health, family needs).</p> <p>Skills Profiling (SkillLab Usage): This</p>	<p>2a. The refugee agrees to participate in the pilot and provides necessary documents.</p> <p>Participates in an in-depth intake interview with the DAS Case Manager.</p>

	<p>is the key step where the tool is used. The Case Manager introduces the SkillLab application to the beneficiary, assists them in creating their digital profile, and helps them articulate their transversal skills and professional history using the tool.</p>	
	<p>2c. Behind-the-scenes actions:</p> <p>The Case Manager analyzes the SkillLab results to identify "hidden skills" and potential career paths.</p> <p>Case documentation is opened; consent forms for data sharing with partners are signed.</p>	
<p>Responsible: DAS Arad</p>	<p>Network's Actions</p>	<p>Beneficiary Actions</p>

<p>Step 3: Service Delivery, Referral & Accompaniment</p>  <p><i>SkillLab profiling tool is actively used</i></p>	<p>2b. Visible actions by DAS Arad:</p> <p>Referral: DAS actively sends the SkillLab profile and referral note to the relevant partner (AJOFM, UUR, CV).</p> <p>Mediation: Staff may accompany beneficiaries to partner institutions if needed.</p>	<p>2a. Beneficiary actions:</p> <p>Participates in the activities defined in the itinerary (language courses, job interviews, support groups).</p> <p>Attends the "Job Fair" organized by AJOFM.</p>
	<p>2c. Behind-the-scenes actions:</p> <p>Network Coordination: DAS coordinates with partners (AJOFM, UUR) to track attendance and progress.</p> <p>Case Conferencing: Complex cases are discussed in the monthly Inter-Institutional Working Group.</p>	

Responsible: DAS Arad	Network's Actions	Beneficiary Actions
<p>Step 5: Monitoring, Follow-Up & Closure</p>  <p><i>SkillLab profiling tool is actively used at this stage</i></p>	<ul style="list-style-type: none"> • 2b. Visible actions by DAS Arad: <p>Regular check-ins (monitoring) to ensure the itinerary remains relevant. Necessary updates are added to the beneficiaries' profiles on the skills profiling app and Individualised action plan.</p> <p>Closure: Case is closed upon achievement of autonomy or transition to mainstream services.</p>	<p>2a. Beneficiary actions:</p> <p>Provides updates on employment status or new needs.</p> <p>Participates in final evaluation surveys.</p>

Annex 2: Individual Action Plan (IAP)

1. Beneficiary Profile *(to be completed together with the beneficiary – based on App support)*

Field	Information
Name / ID	
Date of birth	
Length of stay in Romania	
Legal residence in Arad Municipality/Arad County	Yes / No (must be Yes)
Education / professional background	
Current employment status	
Family situation / caregiving duties	
Language skills (Romanian / English / Ukrainian – CEFR levels)	
Personal resources (optional – based on App)	

2. Individual Needs Assessment (completed together with beneficiary – based on App support)

Dimension	Notes
Residence status (permit, temporary protection, free labour market access, etc.)	
Employment history & qualifications	
Career aspiration / targeted jobs	
Skills & skills gaps (including need for skills recognition / diploma recognition via CNRED)	
Language training need (Romanian / English)	
Mentorship / local networking needs	



Dimension	Notes
Digital job-search coaching need	
Childcare / family support needs	
Emotional resilience / stress-management / psychological support needs	

3. Employment & Skills Development Goals (short / mid / long term)

Goal Type	Target (SMART)	Deadline	Notes
Short-term			
Mid-term			
Long-term			

4. Planned Actions and Services (to be co-created by client and case manager)

Action / Support	Responsible Partner	Timeframe	Expected Output	Notes
	DAS Arad			
	AJOFM Arad			
	UUR Arad			
	Centrul de Vis			
Other:				

5. Follow-up & Monitoring

Monthly contacts are foreseen to review progress and ensure case continuity. Progress will be documented in the table below.

Date	Case Manager Note / Beneficiary feedback	Status Update

IAP Agreement:



I have discussed this plan with my case manager, I understand the goals and activities, and I agree to participate.

Participant Signature: _____ Date: _____

Case Manager Signature: _____ Date: _____

ANNEX 3: COLLABORATION PROTOCOL

For the implementation of the project:

“ECSILI – Empowering Communities: A Local Action Plan for Social Inclusion and Labor Integration of Refugees”

(Project No. ESF-SI-2024-UA-01-0100 – ECSILI)

Date:

Location: Arad, Romania

PREAMBLE

Whereas the ECSILI project, financed under the European Social Fund Plus (ESF+), aims to improve the social and labour market integration of Ukrainian refugees in Warsaw and Arad, through the adaptation and transfer of the Andalusian social innovation model (ERACIS);

Whereas the Local Needs Assessment (LNA) conducted in Arad (Work Package 2) identified that the existing local support system, although composed of capable and willing actors, is fragmented and lacking formal coordination, which creates gaps in services and barriers for refugees;

Whereas the LNA concluded that a formal and coordinated local partnership is essential in order to create clear referral pathways, reduce service duplication and ensure holistic and end-to-end support for the target group;

Whereas the Local Action Plan (LAP) for Arad outlines a pilot intervention (Work Package 3) centered on the “ECSILI Empowerment Workshop” (using the SkillLab competency profiling tool) and relies on a robust network of partners for comprehensive support;

Therefore, the undersigned Parties agree to establish this Collaboration Protocol to formalise their partnership and commit to jointly implementing the activities described herein, in line with the objectives of the ECSILI project.

Article 1: The Parties



1. **THE ARAD SOCIAL CARE DIRECTORATE (DAS Arad)**, with headquarters in, legally represented by (Name, Position, Identification details), hereinafter referred to as “The Coordinating Partner – Municipality of Arad”.
2. **THE COUNTY EMPLOYMENT AGENCY ARAD (AJOFM Arad)**, headquartered in, legally represented by, hereinafter referred to as “Partner”.
3. **THE UNION OF UKRAINIANS IN ROMANIA – ARAD BRANCH (UUR Arad)**, headquartered in, legally represented by, hereinafter referred to as “Partner”.
4. **THE CENTRUL DE VIS ASSOCIATION (Centrul de Vis)**, headquartered in, legally represented by, hereinafter referred to as “Partner”.

Article 2: Purpose and Objectives of the Protocol

2.1 Purpose

This Protocol regulates the collaboration between the Parties throughout the implementation period of the ECSILI project in the Municipality of Arad (end date: **01 November 2026**). It defines the operational framework, roles and collaboration mechanisms required for the implementation of project activities, including the Local Needs Assessment (WP2), the pilot phase (WP3), and dissemination and sustainability activities.

2.2 Objectives

The main objectives of this collaboration are:

- To formalise the Local Integration Ecosystem in Arad, transforming fragmented goodwill into a coordinated, multi-institutional support network.
- To establish clear, efficient and reliable referral pathways for pilot participants, ensuring that each receives the right service from the right partner.
- To support the successful implementation of the “ECSILI Empowerment Workshop” and the integration of the SkillLab competency profiling tool.
- To maximise the positive impact of the project on the target group (Ukrainian refugees) by providing holistic, personalised and efficient integration support.

- To share expertise and (non-financial) resources to address identified needs related to language training, employment, and psycho-social support.
- To collaborate effectively on the dissemination of results at local and national level, promoting sustainability of the good practice model.

Article 3: Roles and Responsibilities of the Parties

3.1 The Arad Social Assistance Directorate (Coordinating Partner) commits to:

- Act as the central coordinator for the pilot phase, managing participant recruitment, initial registration and overall case management.
- Develop, together with each participant, the Individual Action Plan (IAP).
- Organise and deliver the "ECSILI Empowerment Workshop", including providing access and training for participants on the SkillLab platform.
- Provide psycho-social counselling and ongoing support for participants.
- Manage the formal referral process, directing participants to Partners according to their identified needs in the IAP.
- Monitor the progress of participants and collect all necessary data for project reporting.
- Coordinate and participate in project dissemination activities (e.g. national webinar, press releases).

3.2 The County Employment Agency Arad (Partner) commits to:

- Accept referrals from the Coordinating Partner for participants assessed as "work-ready".
- Register participants as job seekers in the national system.
- Provide active job mediation services and connect participants with relevant, verified local job vacancies.
- Co-facilitate the "Meet the Employer" module of the Empowerment Workshop, by inviting and involving relevant local employers.



- Provide feedback to the Coordinating Partner regarding participant progress in the labour market integration process.
- Participate as a strategic partner in dissemination activities (e.g. national webinar) to promote the model of good practice.

3.3 The Union of Ukrainians in Romania – Arad Branch (Partner) commits to:

- Accept referrals from the Coordinating Partner for participants requiring language and cultural integration support.
- Organise and deliver practical Romanian language courses on a continuous basis for pilot participants.
- Organise and facilitate social and cultural integration events to promote belonging and reduce isolation.
- Provide a safe and trusted cultural bridge to the Ukrainian community, facilitating communication and feedback.
- Support and participate in dissemination activities within the community and partner networks.

3.4 The Centrul de Vis Association (Partner) commits to:

- Accept referrals from the Coordinating Partner for participants (especially mothers and children) requiring psycho-social and community-based support.
- Organise and facilitate peer support groups for mothers to build social networks and reduce isolation.
- Provide safe and structured after-school activities and social integration opportunities for participants' children.
- Act as a grassroots feedback mechanism, reporting to the Coordinating Partner any emerging community needs or challenges.
- Support and participate in dissemination activities, especially by sharing grassroots learnings and experience.

Article 4: Access to the SkillLab Competency Profiling Tool

4.1 In order to support a shared understanding of participant profiles and to enable each Partner to fulfil their role, the Coordinating Partner shall provide SkillLab



platform access credentials to one (1) designated representative from each Partner institution (AJOFM Arad, UUR Arad, Centrul de Vis).

4.2 This access shall be used primarily for viewing participant profiles (with their consent) in order to tailor services appropriately (e.g. matching competencies to job vacancies, understanding educational context for language training).

4.3 All representatives granted access under this Article are strictly bound by the data protection and confidentiality obligations set out in Article 5.

Article 5: Data Protection and Confidentiality (GDPR)

5.1 All Parties acknowledge that the implementation of this Protocol involves the processing of personal data, including sensitive data, of project participants (beneficiaries under temporary protection).

5.2 All Parties hereby undertake to strictly comply with all applicable data protection laws, including the General Data Protection Regulation (EU) 2016/679 (GDPR) and relevant Romanian national legislation.

5.3 Purpose Limitation: Personal data shared or accessed within this Protocol shall be used exclusively for the purpose of implementing ECSILI project activities as defined herein. Any other use is strictly prohibited.

5.4 Informed Consent: The Coordinating Partner (DAS Arad) is responsible for obtaining explicit written informed consent from each participant before their personal data (including SkillLab profile) is shared or accessed by another Partner. Referrals will only be made after such consent has been obtained.

5.5 Confidentiality: All Parties will ensure that their staff and representatives (including designated SkillLab users) are bound by confidentiality obligations regarding all personal and sensitive information they encounter during the project.

5.6 Data Security: Each Party is responsible for implementing appropriate technical and organisational measures to ensure security and confidentiality of the personal data they process, preventing unauthorised access, disclosure, alteration or destruction.

Article 6: Duration and Termination

6.1 This Protocol enters into force on the date of the last signature by all Parties.

6.2 It shall remain valid for the entire duration of the ECSILI project implementation, estimated to end on **01 November 2026**.

6.3 This Protocol may be terminated by mutual written agreement of all Parties. Any Party may also withdraw unilaterally by providing written notice thirty (30) days in advance to all other Parties.



Article 7: General Provisions

7.1 This Protocol constitutes a collaboration and partnership agreement. It does not create any financial obligation between Parties nor does it create an employer-employee or agency relationship.

7.2 Any amendments or modifications to this Protocol must be made in writing (in the form of an Addendum) and signed by all Parties.

7.3 This Protocol shall be governed and interpreted in accordance with Romanian law. Any disputes will be resolved amicably through consultation between Parties.

Executed in four (4) original copies, one for each Party, on the date mentioned above.

FOR: THE ARAD SOCIAL CARE DIRECTORATE

Name, Position

Date: ____

FOR: THE COUNTY EMPLOYMENT AGENCY ARAD

Name, Position

Date: ____

FOR: THE UNION OF UKRAINIANS IN ROMANIA – ARAD BRANCH

Name, Position

Date: ____

FOR: THE CENTRUL DE VIS ASSOCIATION

Name, Position

Date: ____

Annex 4: List of Activities

This annex provides a tabulated overview of the activities foreseen in the plan.

Name of Activity	Timeline	Organiser	Description
Local Training (Staff & Partners)	Dec 2025	DAS Arad & Network	Capacity building for the network on the LAP and SkillLab tool usage.
Joint Pilot Launch & Activation Event	Jan 2026	DAS Arad & Partners	A community event to activate the target group, kickstart the intake process, and introduce the support system.



Diagnostic Profiling & Counseling	Jan - Feb 2026	DAS Case Managers	1-on-1 sessions to build the "Professional Portrait" using SkillLab and define the Insertion Itinerary.
Consolidation of the Local Network	Oct 2025 - Aug 2026	All Partners	Implementation of the Collaboration Protocol and regular meetings of the Inter-Institutional Working Group.
"Job Fair" (Piata Locurilor de Munca)	Feb 2026	AJOFM (Lead) & DAS	A tailored mediation event connecting the "Itinerary" participants with sensitized employers.
Vocational Counseling & Legal Support	Continuous Dec 2025 – Jul 2026	AJOFM	Specialized guidance on rights, benefits, and labour market regulations provided as per IAP needs.
Language Competence Training	Periodic (On Demand)	UUR Arad	Flexible language modules organized to support the itinerary and combat isolation.
Community Accompaniment	Nov 2025 - Mar 2026	Centrul de Vis	Psychosocial support and childcare solutions to ensure retention in the itinerary.
Collaborative Monitoring & Evaluation	Oct 2025 - Aug 2026	All Partners	Participatory review (bi-monthly) of the pilot's progress and the network's effectiveness.
World Refugee Day Celebration	June 2026	All Partners	A joint community event to celebrate success and promote social cohesion.
Cultural Integration Workshop	March/April	UUR & Centrul de Vis	Community workshop focused on practical aspects of local life, cultural norms, and local economic opportunities.

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