



Local Needs Analysis

Organisation: Warsaw Family Support Centre, Warsaw Labour Office

WP2

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D002.001 – Warsaw Needs Analysis

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Deliverable Description

The Local Needs Analysis (LNA) will serve as the foundation for Andalusia and SkillLab to adapt the social innovation model and the Online Skill Profiling Tool.

Data was collected through surveys and interviews, with questions tailored to the three main target groups: refugees, case workers, and stakeholders. These questions were agreed upon in advance by representatives of the two cities, based on proposals



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submitted by SkillLab and Andalusia following the action points from the kick-off meeting.

The LNA was developed through continuous collaboration among partners to ensure regular feedback and alignment. This process allows Andalusia and SkillLab to prepare relevant training content for the upcoming study visit in Seville.

Local Context

In Warsaw, the employment and social support system for refugees is supported by a collaborative network of international organizations, local NGOs, and municipal services. Current Services available for Ukrainian refugees include:

- 1. Warsaw Labour Office:** The Warsaw Labour Office is a local government unit providing services to the unemployed, employers and other labour market partners. Unemployed Ukrainian refugees can benefit from the following types of assistance: Job Placement Services. Assistance in finding job offers that match the unemployed person's qualifications and situation. The office helps establish contact with employers and directs candidates to suitable vacancies. Career Counseling: Career advisors help individuals determine their professional path, assess their skills, and plan development or retraining opportunities. Skills Development / Training / Internships: Courses and vocational training to gain new skills or adjust to the labor market. Financial support for professional qualifications recognition confirming (e.g., diploma, certification). Financial Benefits: granted if specific conditions are met (such as the length of previous employment and contributions to the Labor Fund). Activation allowance, for those who find a job on their own while receiving unemployment benefits. Financial Support Related to Employment or Starting a Business. One-time grants for starting a business; low-interest loans for starting a business. Public and Community Work Programs. Intervention works organized by the labor office or local government to help people re-enter the job market. Public works and community service jobs as temporary employment options. Digital Tools –



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the portal pracawpolsce.gov.pl (UA/EN versions) and oferty.praca.gov.pl (largest database of job offers, available in five languages).

- Warsaw Family Support Centre (WCPR)** - WCPR is an organizational unit of the Capital City of Warsaw. It is responsible for delivering a broad range of social assistance services, including support for families in crisis, oversight of foster care and residential institutions, and services for persons with disabilities. Besides, WCPR plays a central role in the integration of refugees and migrants through the special department - the Intercultural Centre for Social Development. The Centre runs the implementation of one-year Individual Integration Programmes (IPIs) for beneficiaries of international protection. These programmes support financial assistance, vocational training, and integration into the labour market and society. The number of IPIs in Warsaw increased significantly — from 291 in 2019 to 2,346 in 2024 (annually). The full-time staff comprises 36 persons, including 19 social workers dealing within Individual Integration Service and 17 specialists (case-workers, mobile assistants, consultants, coordinators) working in the Foreigners Support Department, providing legal and psychological support, language training, job counselling, speech therapy, any information/consultation services on the daily life to migrants and refugees in the city. The staff provides about 3 500 consultations/interventions per month (approx. 42 000 annually). There are some shelters for Ukrainians run by the Center, primarily for women, single mothers, seniors, and people with disabilities. The focus in these shelters has gradually shifted from emergency relief to comprehensive integration support, including therapeutic and cultural activities, language education, social events, and employment guidance.
- Warsaw Job Fairs** Warsaw has developed job fairs into one of its most practical and impactful tools for connecting employees directly with employers. Unlike many formal programs that often end at information provision, job fairs generate immediate and measurable outcomes: real contact with employers, valid vacancies, and on-the-spot recruitment opportunities. They are organized regularly, mainly in spring and autumn, often in cooperation with the Warsaw



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Labour Office, NGOs, and employers' representatives: from logistics, hospitality, and retail, to IT, healthcare, and education. This diversification ensures that both low-skilled and highly qualified refugees can find opportunities relevant to their backgrounds. There are information sessions and career counselling corners where refugees can receive guidance on CV writing, interview techniques, and legal aspects of employment.

4. **The Green Hotline (Zielona Linia) on the issues of employment.** Zielona Linia, as a nationwide platform, that regularly updates job offers database, training opportunities, and legal advice for both employees and employers. It has been recently significantly upgraded, expanded with CV creator services and case management opportunities, practical information for handling formal employment workflow.
5. **“Legal Work in Poland” website** The website developed by the International Organization for Migration (IOM), is a key information tool supporting refugees and migrants in navigating the Polish labour market. The platform offers comprehensive, practical guidance on employment rules, including required documents, types of contracts, employee rights, and employer obligations. It also provides instructions on reporting irregularities, dealing with dishonest employers, and understanding procedures for self-employment or temporary work. Available in Polish, Ukrainian, English, the website ensures broad accessibility for diverse migrant groups. For many refugees, the platform represents not only a reliable source of labour law information but also a trustworthy channel for protecting their rights and avoiding exploitation. Despite the scope of services provided by numerous NGO's and International organizations (Red Cross, UNHCR, IOM, UNICEF) has been significantly reduced in recently, there still can appear some offers and programs for empowering foreigners with migrant and refugees background.

The current offer in Warsaw addresses Ukrainian refugees who arrived in Poland after the outbreak of the war and have a PESEL UKR number, as well as for those Ukrainian citizens who hold a residence permit in Poland linked to employment, studies or



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international protection. That is the ECSILI potential target population. Ranging from urgent support to long-term social inclusion core needs covered include:

- Access to employment through job fairs, labour office services to benefit from the support offered by the Warsaw Labor Office (an individual must be registered as unemployed or as a job seeker at that office) and the Zielona Linia hotline, reducing unemployment and underemployment.
- Legal assistance and protection via support with work permits, legalization procedures, and IOM's "Legal Work in Poland" platform.
- Skill recognition and career continuity through NAWA's Syrena and Kwalifikator systems, as well as funding for nostrification and postgraduate studies.
- Entrepreneurship and self-reliance with business start-up counselling and financial support.
- Career Counselling, psychological, social, and family support provided by the Warsaw Family Support Centre (WCPR), including shelters and the Intercultural Centre for Social Development.
- Integration and community-building through Individual Integration Programmes (IPIs), language training, cultural activities, and tailored counselling (WCPR).
- Information and accessibility via multilingual portals (pracawpolsce.gov.pl, oferty.praca.gov.pl) and regular consultations, ensuring refugees understand their rights and opportunities.

While Warsaw offers a broad range of services for refugees — including employment counselling, job fairs, diploma recognition, business start-up support, and social assistance through WCPR — important gaps remain that hinder long-term integration. Refugees frequently experience a skills mismatch, with qualified individuals redirected into low-wages or informal jobs, despite having strong educational and professional backgrounds. Current programs and career counselling offers are often fragmented and formalistic. Support tends to end at information provision, with limited follow-up, outcome tracking, or individualized guidance.

The need for a more structured, inclusive, and community-driven approach has therefore become evident. This is where the ERACIS model, successfully implemented



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in Andalusia since 2018, can provide valuable inspiration. Crucially, it is based on partnership between public administration, third sector organisations, and private actors, ensuring coordination, sustainability, and shared responsibility. Moreover, there is the lack of an IT tool, such as an application or software, that would help labor office staff continuously monitor the progress and steps taken by an unemployed person during their job search and quickly provide guidance or propose new training relevant to emerging job offers.

Applying this model to Warsaw responds to several needs:

- Establishing a case management system to provide refugees with personalized support pathways, rather than one-off interactions.
 - Creating a skills profiling mechanism, such as the online tool developed by SkillLab, to systematically align refugees' abilities with real job opportunities in the local economy.
 - Fostering community inclusion and resilience by integrating employment with social and cultural activities, moving beyond emergency relief towards long-term settlement.

Labour Market Information



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Career Field/Sector	Occupation ID (ESCO)	National Taxonomy ID/Descriptor	Alternative Titles in Polish	In demand?	Low entry barrier?	More Information	Regulated?	Career progression potential?	Salary range
Hospitality	9112	9112/ Hotel cleaner	Pokoje/ Sprząta czki	x	x	mini mu m lang uag e and educ ation requi re ment		x	min 30,5 0 PLN /per hour
Catering	9412	9412/ Kitchen assistant	Pomoc kuchen na	x	x	mini mu m educ atio n requi re ment		x	min 30,5 0 PLN /per hour
Catering	9412	9412/ Hand dish washer	Zmywa k/ Pomoc kuchen ną	x	x	mini mu m lang uag e and educ atio n requi re ment		x	min 30,5 0 PLN /per hour
Gastronomy	5132.1. 1	513201/Barista	Barista	x	x	mini mu m educ atio		x	min 30,5 0 PLN /per hour



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						n requi re ment			
Gastronomy	5131.2	513101/Waiter	Kelner	x	x	mini mu m educ atio n requi re ment		x	min 30,5 0 PLN /per hour
Logistics	8332.2	8332.2 /Cargo vehicle driver/ Truck driver	Kierowca ciężarówki/ Kierowca kat C	x	x	mini mu m educ atio n requi re ment	x	x	570 0 930 0 PLN / per month
Logistics	4321	4321/ Stock clerk /Warehouseman	Magazynier	x	x	mini mu m lang uage and educ atio n requi re ment		x	min 30,5 0 PLN /per hour
Transportation	8331.1	833101/Bus driver	Kierowca autobusu/ Kierowca kat D	x	x	mini mu m educ atio n requi re ment	x	x	470 0 700 0 PLN / per month
Manufacturing	9321	9321/ Hand packers	Pakowacz/ Pakowanie		x	mini mu m lang uage and educ atio n		x	min 30,5 0 PLN /per hour



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						requirement			
Trade	5223.4	5223/Sales assistant	Kasjer sprzeda wca/ Sprzedawca	x	x	minimum education requirement		x	min 30,5 0 PLN /per hour
Service	5311.1. 3	531107 /Child day care worker/ Nursery caregiver	Opiekun w żłobku	x	x	minimum education requirement	x		min 30,5 0 PLN /per hour
Service	9112	9112/Cleaner	Sprzątanie	x	x	minimum education requirement		x	min 30,5 0 PLN /per hour
Service	5414.1	541307/Security guard	Ochrona	x	x	minimum education requirement	x	x	min 30,5 0 PLN /per hour
Beauty	5141	5141/ Hairdressers	Fryzjer	x	x	minimum language and education requirement		x	min 30,5 0 PLN /per hour



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Ukrainian refugees in the municipality of Warsaw: an overview

As of September 2025, there are 181,561 Ukrainian citizens in Warsaw. Of these, 114,766 (63%) hold temporary protection status UKR, while 66,795 (37%) reside without this status. Women account for 44% and men 26% of registered holders, with every second beneficiary being a child. Nationally, almost 1 million Ukrainians are under temporary protection, while 1.55 million hold valid residence permits. Additionally, 462,000 Ukrainians have temporary residence permits, primarily linked to employment. Refugees in Warsaw are predominantly women and children, many with strong educational and professional backgrounds, but they face barriers to appropriate employment, legal uncertainty, and limited recognition of qualifications. - Age - People aged 18–65 – women 47% of the total; children and young people under 18 – approx. 40%; Older people (65+) – approx. 5%. - Gender - Women accounted for ~70%, men ~30%. - Economic Situation - For refugees, work accounts for a significant portion of their income — approximately 76%. - Education Levels - 59% of refugees who work have higher education or incomplete higher education; 32% have an occupational qualification. - Employment levels - the proportion of Ukrainians who are employed or seeking employment is approximately 78%. Since the beginning of the war, approximately 10,000 refugees from Ukraine have been registered at the Warsaw Labour Office. As of today, 998 people are registered as unemployed and seeking work.

Local Stakeholders: an overview

Warsaw's refugee integration ecosystem includes public institutions, NGOs, and employment agencies. Key actors include the Ministry of Family, Labour, and Social Policy, municipal services, and job agencies such as Randstad Polska and Feel Comfort Sp. z o.o. NGOs such as the Polish Migration Forum, the International Rescue Committee, and Right to Protection Poland provide direct migrant support, employment counselling, and legal aid. NAWA plays a supporting role through education and diploma recognition. These stakeholders bring together policy, direct



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support, and private sector expertise, ensuring a holistic approach to the development of the Local Action Plan. Generally, the integration of Ukrainian refugees involves a wide range of professionals from both the public and private sectors, working together to support refugees' access to employment, education, healthcare, housing, and legal assistance. These can include:

Public Sector Professionals:

- Labor Office. Employment counselors, job placement officers, and vocational advisors help refugees register as jobseekers, match them with employers, offer training programs, and support self-employment or business startups.
- Municipal Social Workers and Integration Coordinators employed by the City of Warsaw or district offices, they assist with social benefits, housing, childcare, and access to public services.
- Teachers and Educators working in public schools and adult education centers, they support the integration of Ukrainian children and adults into the Polish education system, often with the help of intercultural assistants.
- Healthcare Professionals. Doctors, nurses, and public health coordinators provide access to the healthcare system, vaccinations, psychological support, and referrals to specialists, particularly for vulnerable groups.
- Legal Advisors (often through city programs) Provide free legal counseling on residence status, employment rights, housing issues, and access to social services.
- Local Government Staff responsible for issuing residence permits (PESEL UKR), coordinating emergency support, and managing refugee registration.

Private Sector and NGO Professionals:

- Organizations such as the Polish Red Cross, Caritas, Fundacja Ocalenie, and the Helsinki Foundation for Human Rights provide humanitarian aid, accommodation, legal support, psychological help, and integration services.



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- Language Instructors and Cultural Mediators work within NGO projects or private schools to teach Polish and offer cultural orientation.
- Private Employers and HR Specialists recruit and employ Ukrainian refugees, often collaborating with public employment services. Some offer onboarding support, Polish language classes, or flexible job opportunities. - Recruitment Agencies and Temporary Employment Agencies help match refugees with job offers, especially in sectors like logistics, hospitality, construction, and caregiving.

Methodology

The Local Needs Analysis in Warsaw applied a qualitative, participatory approach based on focus groups, complemented by structured guiding questions and thematic frameworks. The aim was to capture diverse perspectives on the social and professional integration of Ukrainian refugees by engaging three distinct participant groups: refugees themselves, frontline case workers and social workers, and institutional stakeholders from public bodies, NGOs, and employment services.

Participant Engagement

Participants were recruited through targeted outreach, ensuring diversity, relevance, and balance across groups: - Refugees were identified via the Warsaw Labour Office database, applying inclusion and exclusion criteria (status, length of stay, age, and current employment situation) to secure a representative sample. Outreach was conducted by telephone, and informed consent was obtained prior to participation.

- Frontline practitioners were recruited internally from the Intercultural Centre for Social Development to include certified social workers and case workers with migrant backgrounds, ensuring input from those directly involved in providing integration support. - Stakeholders from NGOs, public institutions, and employment agencies were formally invited based on their expertise and active involvement in refugee support, guaranteeing institutional and policy-level insights.



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Data Collection Methods

All focus groups were conducted in the participants' preferred working language (Polish or Ukrainian), recorded with consent, and moderated in an empathetic and neutral style. Sessions followed semi-structured scenarios with guided questions organised into thematic blocks, allowing both comparability across groups and flexibility to explore individual perspectives. The use of focus groups was chosen to encourage dialogue and peer reflection, while guided questions provided structure. Surveys and individual interviews were not the primary method, but intake forms and demographic screening ensured that the participant profiles were well defined.

Thematic coverage

The guiding questions and discussion prompts were categorised into thematic blocks tailored to each group's perspective: - For refugees: lived experiences, employment barriers, system gaps, legal and digital obstacles, and suggestions for improving support. - For frontline practitioners: effective integration pathways, service delivery challenges, coordination gaps, and recommendations for digital tools and systemic cooperation. - For institutional stakeholders: systemic barriers, institutional needs, and opportunities to enhance social and labour market integration. - Across all groups, recurring points addressed included: employment opportunities and barriers, including skills mismatch and underemployment; effectiveness of current programs and services, legal status and its impact on labour market access; coordination among institutions and service providers, social inclusion, discrimination, and community engagement; recommendations for innovative tools and approaches to strengthen integration.

Participants

Participant	Number	Average Age	Gender	Other Info	Engagement methodology used (f.gs, Interviews, Surveys)
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Refugees	7	40	F	Higher Education	Focus Group
Case Workers	7	41	F		Focus Group
Employers	2	42	M		Focus Group
NGOs	3	34	F		Focus Group
Public Authorities	1	43	F	Ministry of Family and Social Affairs	Focus Group

Outcomes

The Needs Analysis identified several systemic gaps impacting the integration of refugees into Warsaw's labour market:

1. Legal uncertainty around residence status undermines employment planning and employer trust.
2. Lack of public awareness campaigns perpetuates stigma, portraying refugees as low-skilled.
3. Limited employer incentives, alongside legal and procedural burdens, discourage long-term hiring.
4. Age and origin discrimination disproportionately disadvantage older refugees and women.
5. Employment programs are fragmented and formalistic, with little emphasis on outcomes.
6. Skilled refugees face barriers to qualified work, often channelled into low wage roles.
7. Fragmented labour market infrastructure reduces cooperation and access to formal jobs.
8. Mainstream digital job platforms are ineffective, leading to mistrust among refugees.

Resource and operational assessment in anticipation of the model implementation phase

The Local Needs Analysis conducted in Warsaw highlighted both the strengths of the existing refugee support ecosystem and the gaps that continue to hinder long-term social and labour market integration. Focus groups with refugees, case workers, and institutional stakeholders confirmed that while a wide range of employment, social, and legal support services are available, these services often operate in a fragmented manner, with limited coordination, follow-up, and individualised guidance.



Focus Group 2 – Case Workers and Social Workers emphasized the need for a structured case management approach that would enable continuous monitoring of refugees' integration pathways, facilitate cooperation among service providers, and ensure that support extends beyond one-off counselling sessions. Participants also highlighted the absence of a digital tool capable of tracking progress, documenting interventions, and matching beneficiaries' skills with labour market opportunities. This structured case management approach will become part of the city's Local Action Plan ahead of the piloting phase and will involve colleagues from the Labour office, who will recruit participants from their unemployment database.

Focus Group 3 – Stakeholders, including representatives of public institutions, NGOs, and employment agencies, underscored the importance of strengthening partnerships between employment services, social services, and civil society organizations. Participants agreed that the implementation of the ECSILI model could provide a framework for more coordinated action, drawing on the existing capacities of the Warsaw Labour Office, the Warsaw Family Support Centre (WCPR), NGOs, and private sector actors. Stakeholders expressed a willingness to collaborate in developing integrated support pathways that combine employment, social inclusion, language learning, and community participation. This willingness to collaborate will materialise in a concrete concerted effort with the labour office to share roles and responsibilities for recruitment, case management and counselling during the piloting phase.

Within this context, the following needs and resources were identified as priorities for the implementation phase:

Need	Resource	Organisation responsible
Personalised integration pathways for refugees	Introduction of a structured case management approach based on the ECSILI methodology	Warsaw Family Support Centre (WCPR), Warsaw Labour Office
Continuous monitoring of beneficiaries' progress	Adoption of a digital case management and follow-up system integrated into service delivery	Warsaw Family Support Centre (WCPR), Warsaw Labour Office



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Better alignment between refugees' skills and labour market opportunities	Deployment of the SkillLab Online Skill Profiling Tool and training for frontline staff. Skills assessment, career counselling, and referral to qualification recognition pathways	Warsaw Family Support Centre (WCPR), Warsaw Labour Office
Improved coordination between employment and social services	Formalised cooperation and referral mechanisms between WCPR, Warsaw Labour Office	Warsaw Family Support Centre (WCPR), Warsaw Labour Office
Increased employer engagement and awareness	Collaboration with employers, recruitment agencies, and job fairs to facilitate access to quality employment opportunities	Warsaw Labour Office
Improved access to reliable labour market information	Organisation of thematic workshops for refugees to learn about the Polish labour market.	Warsaw Family Support Centre (WCPR), Warsaw Labour Office