

Study Visit Report

Seville, 29th-30th of September 2025

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Deliverable Description

This report is meant to document content, participants and outcomes of the consortium study visit to Seville that took place on September 29th and 30th 2025.

The deliverable is structured as follows:

- Agenda of the study visit
- Key learnings and implications for the project's outputs.
- ERACIS presentation – Regional Government of Andalusia (CISJUF) covering:
Methodology, tools, and procedures for developing personalized socio-labour inclusion itineraries for vulnerable groups
Foundations for building local socio-labour inclusion strategies



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Preparation of diagnoses to address the design of local strategies for social and labour inclusion

- Skills profiling tool presentation- SkillLab
- Online skills profiling tool guide - SkillLab

Key learnings and outcomes

This section of the deliverable will outline the key learnings that the cities of Warsaw and Arad gathered from the Study visit and how they were reflected in the following project output, the Local Action Plans outlining the procedures and system to apply in the piloting phase.

Warsaw

Key Learnings	Outcomes
Methodological approach to designing the Local Action Plan (LAP) : creation of a multi-professions steering group to review available information and use them to draft the LAP	The Warsaw Family Support Centre and Warsaw labour office combined their different expertise, the former on social support resources and the latter on local labour market, to draft a comprehensive LAP. The two organisations will be equally responsible for the implementation of the plan.
Community focus: Guiding principle for the adaptation of ERACIS (Andalusian Regional Strategy for Social Cohesion and Inclusion in Disadvantaged Areas) to the context of Warsaw. The city's LAP will need to transform the territory and its resources through community involvement, as well as through interventions that will facilitate community participation.	1. Warsaw's LAP strengthens collaboration among municipal services, NGOs, employers and education providers through a comprehensive mapping of local services and referral pathways 2. Organisation of inter institutional workshops such as <i>Inside the hiring process</i>, involving HR professionals from different sectors 3. Psychosocial workshops and integration activities jointly with Warsaw Crisis Intervention Center, Caritas, Ocelaine Foundation (Local Ngos), Local Activity Centres. 4. Community building activities: integration picnic, resilience sessions, speaking club



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Implementing effective public-private cooperation through strengthening collaboration among local actors and increasing resources available	Participatory governance structure 1. Involvement of a wide range of stakeholders in the Local action plans: Warsaw Family Support Centre, Warsaw Labour Office, local NGO ecosystem, local activity centres, local employers. These stakeholders are involved in different activities with the objective to foster social and labour market inclusion of Ukrainian refugees. 2. Inter-Institutional working group: bringing together case managers, social workers, NGO representatives, and other relevant partners who participated in the design of the LAP. This group will meet regularly to coordinate actions, review performance indicators, and propose adjustments where necessary. 3. Flexibility of Governance structure: allowing inclusion / exclusion of new partners throughout the piloting and beyond.
Intervention level with the person: Person and family-centered approach	1. Personalisation of career and integration pathways through the integration of the skills profiling tool in the case management workflow 2. One-to-one work from Case manager to beneficiary for the establishment of an individualised socio-labour action plan. 3. Different activities foreseen depending on the necessities of the beneficiaries participating in the program: language courses,



	psychosocial support, employment activation workshops.
Coordination: effective collaboration and coordination networks to avoid duplication and gaps	Planned joint mapping exercise of existing social, employment, and educational services for refugees to identify referral opportunities. Map with name of institution, role and contact point provided to case workers trainees during the Local Training (confidential document). Organisation of joint sessions between Warsaw Family Support Centre and Warsaw Labour Office for foreigners (ex. Job fairs, employment information sessions).
Preferential and intelligent use of city assets	The Local Action Plan guiding the piloting was the result of a thorough needs assessment within the local landscape of services available for Ukrainian refugees in Warsaw. The preparatory exercise guided the coordination efforts among local stakeholders, leveraging existing assets to improve the offer. Integration of employment support, psychosocial support and social inclusion support within a single plan is the result of the incorporation of this guiding principle of ERACIS in the Warsaw Local Action Plan.
Skills profiling tool: usage and incorporation within case workers / career counsellors' workflow	The trained participants during the study visit are expected to be able to replicate the course received on the usage of the tool and in turn train other case workers and career counsellors within their respective organisations. Incorporation of Skills profiling tool within case workers and career counsellors' Standard operating Procedure (SOP).

Arad



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Key Learnings	Outcomes
Community focus: Guiding principle for the adaptation of ERACIS (Andalusian Regional Strategy for Social Cohesion and Inclusion in Disadvantaged Areas) to the context of Arad. The city's Local Action Plan will need to transform the territory and its resources through community involvement, as well as through interventions that will facilitate community participation.	Fragmentation of the social support ecosystem was identified as a primary challenge for social and labour market integration of displaced people from Ukraine. In order to address the issue, the Arad Local Action Plan is completed with a joint protocol of collaboration, outlining responsibilities across different local actors. The plan also foresees joint community activation events, such as the piloting launch, a job fair and a community workshop focusing on cultural norms. Different actors between the locally active employment centre and local NGOs, will support DAS Arad in the organisation of these events based on their different expertise.
Integration of gender perspective: ERACIS follows the principle of taking into account different realities, relationships, opportunities, needs, and expectations of women and men have been in the development and approach of the LAP	Recognition of additional burden displaced women and mainstreaming it into each activity foreseen in the LAP. Practically, this entails foreseeing reconciliation measure in the form of childcare within each activity planned.
Public-private cooperation: All the initiatives contained in the LAP are viable and coordinate with the various public and private stakeholders active in the city. Cooperation is key not only in the design, but also in the implementation, monitoring, and evaluation	The LAP's implementation entails concerted efforts across 4 different organisations: DAS Arad (ECSILI partner), AJOFM local branch of the national employment service, UUR (Union of Ukrainians in Romania) and Centrul de Vis, a local NGO focused on offering psycho-social support. The principle was applied to the design of the LAP, in which DAS Arad took the lead, coordinated the other organisations' responsibilities and integrated their feedback. The principle is also embedded in the continuous monitoring procedure, involving representatives from each



	organisation in qualitative review sessions and interviews to gather data on their experience with the piloting and identify areas from improvement.
Preferential and intelligent use of city assets	The study visit showcased ways to harness city support assets to offer an integrated system of support preventing organisations involved from working in separate silos. This is reflected in the plan by the signature of a collaboration protocol with organisations separate from DAS Arad and external to the project such as AJOFM, UUR and Centrul de Vis. As a result, these organisations' services have been integrated in the Local Action Plan
Participation of citizens and the intervening actors: Citizens and stakeholders have been engaged, ensuring that they feel co-participants and protagonists in the process of social and labour inclusion.	Displaced people involved in the programme will participate in the co-creation of their personalised insertion itinerary together with case managers from DAS Arad. The itineraries will identify personalised referral needed depending on the goals of each participant in the programme. To this end, organisations constituting the support ecosystem for refugees are committed to follow the Standard Operating Procedure delineating the intervention level with the person and outlining responsibilities.
Principle of comprehensiveness: A comprehensive and systemic approach has been applied to define how the improvement impact will be achieved for Ukrainian refugees, their families, and the community itself.	Intervention addresses all dimensions of the person (social, labour, cultural) simultaneously, not sequentially. Employment support happens alongside social support. The different organisations across the support ecosystem of Arad have been selected as they each respond to a different sphere of socio-labour inclusion of displaced people from Ukraine.



Skills profiling tool: usage and incorporation within case workers / career counsellors' workflow	The trained participants during the study visit are expected to be able to replicate the course received on the usage of the tool and in turn train other case workers and career counsellors within the respective organisations. Diagnostic, profiling and counselling activity: SkillLab skills profiling tool will be used to co-create a Professional Portrait of each beneficiary, outlining their skills, professional experiences and career goals. Overall, the tool has been added to the Standard Operating Procedure (SOP) of case workers working with displaced people from Ukraine.
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