

Local Action Plan

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



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Deliverable description

The "Local Action Plan for the social and labour inclusion of Ukrainian refugees in the city of Warsaw" (Warsaw LAP) is a document, delivered by two partner organizations within the ECSILI project - Warsaw Family Support Centre and Warsaw Labour Office. It contains the main elements and key points to apply and transfer the experiences, methodology and lessons learned from the implementation of the Andalusian Regional



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Strategy for Social Cohesion and Inclusion in Disadvantaged Areas (ERACIS) in the region of Andalusia (Spain) to the city of Warsaw.

The design of this LAP has followed a participatory methodology, with the collaboration of public and private entities, associations, foundations, and other groups or stakeholders with an active presence in the city, as well as the various departments of the City Council directly involved in achieving our objectives.

Purpose and Objectives

Warsaw LAP defines the actions, responsibilities, and cooperation mechanisms required to achieve one of the ECSILI project's core objectives — to strengthen the social and labour market integration of Ukrainian refugees who have arrived in Warsaw as a result of the ongoing war in their country.

The LAP establishes the operational framework for the piloting phase of the ECSILI project. It sets out the Standard Operating Procedures (SOPs), specific roles and functions of the institutions involved, and the concrete actions to be implemented to test and evaluate the innovative model of social and labour inclusion inspired by the Andalusian ERACIS Strategy.

The document outlines:

- the division of responsibilities between Case managers, counsellors, and institutional partners;
- the workflow for identifying, referring, and supporting project participants;
- the structure of individualised support through Individual Action Plans (IAPs);
- coordination and data-sharing mechanisms between social and labour institutions;
- monitoring and evaluation procedures for assessing the pilot's impact.

The integration of the SkillLab digital profiling tool within Warsaw's existing socio-labour support system is described as a key component of the LAP. It provides practical guidance on how to align the tool with local workflows and data systems, ensuring complementarity with existing services rather than duplication.

Drawing on insights from the Local Needs Analysis (LNA) and experiences from Seville, the LAP thus provides a coherent, structured, and practical guide for the implementation, monitoring, and evaluation of the ECSILI piloting phase in Warsaw.



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The city of Warsaw in a nutshell

Warsaw is the capital and largest city of Poland situated in the east-central part of the country along the Vistula River. The municipality has the status of a city with county (powiat) rights and consists of 18 districts.

The city covers an area of approximately 517 square kilometres and has a population of around 1.9 million, reflecting a definite growth from previous years. The population includes a diverse demographic and a growing number of expatriates and international students contributing to the city's multicultural atmosphere. Nevertheless, the city still experiences population ageing. Warsaw is not only the political and administrative heart of Poland but also a thriving hub for business, culture, and innovation. It is the largest labour market in Poland and offers academic attractiveness, hosting the leading universities in Poland and a high level of education in most schools. It also provides a diverse range of cultural opportunities with numerous cultural institutions located in the city.

Warsaw has emerged as a significant centre for migration and refugees in recent years. Poland provided special instruments to facilitate their arrival, such as humanitarian visas, expedited access to the labour market and special business programmes.

Since the start of the war in Ukraine in February 2022, approximately 1.5 million Ukrainian refugees have sought asylum in Poland, with Warsaw hosting a substantial proportion due to its status. According to recent estimates, 114,766 Ukrainians benefitting from the EU's Temporary Protection Directive are resident in Warsaw.

The influx of refugees has presented both opportunities and challenges for the city's infrastructure, social services, and policy frameworks, including a sudden increase in demand for housing, health services and education.

Availability of social housing remains an important challenge and the recent influx of refugees has strained housing markets, with rents in Warsaw increasing by 20%-30% in 2023-2025.

Since 2024, these trends have stabilised but remained high, including migrants from Ukraine, Belarus, Georgia, and other Eastern European countries. Many have opted to stay in Warsaw, integrating into the workforce – often in low-wage sectors like hospitality, construction, and care services.

Local ecosystem of support for new arrivals

Warsaw has the largest third sector in the country with hundreds active non-governmental organisations (NGOs), operating mainly in the fields of: education;



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research; tourism, recreation & sport; arts & culture; and social & humanitarian assistance.

Most of such organisations cooperate with the City Council, which is organised mainly through the publication of open calls for proposals for the implementation of public tasks.

Local migrant integration policy

Despite its challenges, Warsaw continues to implement policies and programmes aimed at supporting integration. In 2023, it opened Intercultural Social Development Center as a part of Warsaw Family Support Center, the home of the Foreigners' Social Integration Service under the sign "Good to see you in Warsaw". It provides support services for migrants and refugees, including information services and on-to-go support, legal advice, language and vocational courses, psychological and career counseling support.

Additional services also include a ["Welcome to Warsaw" website](#), with information on the city and available support services. There is also a national smartphone application (app) launched in April 2024 by the national Office for Foreigners called 'Refugeebook' providing information on asylum procedures and social assistance, available in five languages: Polish, English, Ukrainian, Russian and Belarusian.

Twice a year the Warsaw Family Support Center organises a City Event - Networking session - where public and non-public organisations dealing on the benefit of foreigners get together to exchange the actual information, experience and knowledge. The recent one had place on October 29, 2025.

Analysis and diagnosis of the Ukrainian population in Warsaw

According to recent estimates, 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.



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- 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, 445 Ukrainian refugees are registered as unemployed and seeking work (for comparing total number of the registered foreigners is 21674 (as jobless), 1202 (as jobseekers)).

Current Employment Situation of Refugees from Ukraine in Warsaw

The employment situation of Ukrainian refugees in Warsaw remains complex and uncertain. Although Poland continues to host one of the largest populations of displaced Ukrainians in Europe, their long-term integration into the labour market is undermined by legal instability and administrative barriers.

The temporary protection status granted under the *“Special Law on Assistance to Citizens of Ukraine”* has been repeatedly extended, but as of now, it is valid only until **4 th March 2026**. This short-term framework creates insecurity for both refugees and employers, discouraging long-term hiring decisions and career planning. At the same time, the processing of new applications for international protection has been suspended, leaving many individuals without a clear legal pathway to permanent residence or employment rights.

In practice, Ukrainians can apply for a residence card (*karta pobytu*) based on an employer’s confirmation of actual foreigners’ work for a company, yet this mechanism places an additional administrative burden on companies.

Many employers are reluctant to engage in this procedure due to the bureaucratic complexity and the responsibility it entails — submitting formal employment declarations, ensuring compliance with labour and migration regulations, and bearing the risk of procedural delays. After applying, the worker gets a stamp (stempel) confirming submission — this allows them to stay legally, but not necessarily to work. If their work permit expires before the card is issued, employment becomes illegal, and the employer can face fines.



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Residence card procedures often take 8–15 months, depending on the voivodeship. During this time, the company must track document validity and manage renewals — a heavy administrative burden.

If the employee applies for the card based on a specific job and later changes employers, they must submit a new application or update the existing one. This creates uncertainty for the company.

As a result, while the majority of refugees are willing and qualified to work, a part remains underemployed or work informally. This structural uncertainty hinders their economic independence and can slow their broader social integration into Warsaw's local community.

Although the current labour-market situation is not favourable for refugee employment, this is the reality within which the ECSILI model must operate. Therefore, each individual case should be approached with this context in mind during the piloting phase.

At the same time, Warsaw offers a strong supportive ecosystem that can help overcome these barriers. The city provides comprehensive services such as career counselling, job fairs, diploma recognition, and integration programmes. In addition, a well-established network of public institutions, NGOs, and international organisations — including IOM, UNHCR, UNICEF, the Red Cross, Caritas, and the Ocalenie Foundation — work together through cross-sector cooperation to ensure continuity, complementarity, and individualisation of support for beneficiaries.

This collective experience and infrastructure create a solid foundation for testing and further developing the ECSILI model in Warsaw.

General Guiding principles

The design of this Local Action Plan (LAP) essentially has followed the same guiding principles that originally were used to design the ERACIS strategy in Andalusia adapted to Warsaw context. These guiding principles are:

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.



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Community focus	The LAP aims to transform the territory and its resources through community involvement, as well as through interventions that will facilitate community participation. Preventive and promotional interventions are contemplated.
Integration of the gender perspective	The different realities, relationships, opportunities, needs, and expectations of women and men have been taken into account in the development and approach of the LAP.
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.
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.
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.
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	Social and labour integration pathways will be personalized and based on a comprehensive assessment of the individual's needs. To achieve this, the individual's lifestyle, preferences, and beliefs will be taken into account. They will also be built for ensuring the empowerment of participants and their maximum level of well-being, quality of life, and autonomy.



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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.
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Specific Guiding Principles

Guiding principle	Description
Resilience through cooperation	The LAP recognises that the current labour-market conditions are challenging for refugee employment; however, this is the real context within which inclusion must take place. By drawing on Warsaw's strong ecosystem of public institutions, NGOs, and international partners, the plan promotes a collective, coordinated effort to turn existing difficulties into opportunities.

Commenté [AB1]: It's our input to the set of principles

Objectives, measures, actors, indicators and calendar

Detailed description of the planned events/activities is the Annex 4.

Objective	Measure	Description	Actors	KPI	Calendar
1. Establish a coordinated, case-managed system for social and labour market inclusion of refugees.	Introduce and implement Standard Operating Procedures (SOPs) for case management	Apply standard procedures describing roles, workflows, and referral mechanisms between social workers, case managers, and labour counsellors. Establish regular coordination meetings	WCPR, Labour Office, NGOs – Multicultural Centre, Polish Migration Forum, Dom Otwarty, etc	SOPs adopted; number of coordination meetings held; number of beneficiaries managed under the new model	Nov-Dec 2025

Commenté [AC2]: which ones?

Commenté [Go3R2]: we named some of the NGOs that optionally might be involved in the implementation of the SOP (as IAP includes integration component)



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		those engaged in pilot phase.			
2. Personalise career and integration pathways through use of the SkillLab digital profiling tool.	Integrate SkillLab profiling Tool into the case management workflow	Train staff and support beneficiaries in using the SkillLab application to assess competences, define Individual Action Plans (IAPs), and monitor progress.	Labour Office, WCPR, Case Managers, SkillLab Team	Number of trained staff; number of beneficiary profiles created; number of IAPs supported by SkillLab data	Dec 2025-Jun 2026
3. Strengthen collaboration among municipal services, NGOs, employers and education providers.	3.1. Mapping of Local Services and Referral Pathways based on the data of City Networking Session	3.1 Conduct a joint mapping exercise of existing social, employment, and educational services for refugees to identify overlaps, gaps, and referral opportunities.	WCPR, Labour Office, Case Managers	Mapping document completed; number of services identified; number of referrals made based on the updated directory	Dec 2025; Mar 2026
	3.2. Inter-institutional Learning Workshops/ "Inside the Hiring Process" – Workshop with HR Professionals	3.2 Facilitate a series of targeted workshops where frontline professionals (Case managers, counsellors, NGO staff) share best practices and discuss specific	WCPR, Labour Office, Case Managers, Experienced HR or employer representative invited	Number of workshops; participant satisfaction; number of shared good practices adopted, attendance sheets	May 2026

Commenté [AC4]: is this a foreseen event?

Commenté [Go5R4]: yeah, it's a planned event on 4. March, 2026 within which there will be an opportunity to focus on mapping local services and collecting actual information. The preparation of the event starts in December.



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4.3. Dec 2025

Innovation Initiative

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		integration picnic and Speaking Club.			
6, Ensure monitoring and sustainability	Systematically track the progress and impact of the implementation of the piloting phase through the use of the Monitoring and evaluation framework	The feedback mechanism, established as part of the Monitoring and Evaluation Framework, will gather input from refugees, social service providers, local stakeholders, and community members on the effectiveness of the ECSILI integrated approach.	ECSILI experts, WCPR, Labour Office, NGOs, Stakeholders	Employment rates; social cohesion; scalability and replicability of the innovative support model. Final evaluation report delivered.	Dec 2025 – Jul 2026

Commenté [AC6]: this is also a responsibility of the experts. It will be in the monitoring and evaluation framework

Commenté [Go7R6]: Sure.

Operational roles and functions in the ECSILI piloting phase

Detailed description of operational responsibilities of the project participants is in the Standard Operational Procedure (Annex 1), that was developed on the base of Andalusian "Integrated Care Model" and dual approach (shared functions between two case managers covering jointly labour inclusion and social support dealing with multidisciplinary profile).

Warsaw Family Support Centre (WCPR)

Role: Lead institution for the social support component of the ECSILI model.

Functions:



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- Coordinates overall implementation of the Warsaw LAP together with the Labour Office.
- Organises recruitment of Case managers and supervises Case managers, who conduct initial social assessments, identify barriers to integration (childcare, health, psychosocial needs), and provide ongoing guidance.
- Ensures coordination between social services, NGOs, and municipal support institutions.
- Oversees the inclusion of psychosocial and community-based activities in each participant's Individual Action Plan (IAP).

Purpose: To ensure that every project participant receives integrated, person-centred social support that complements their path to employment and social inclusion.

Warsaw Labour Office (UP)

Role: Lead institution for the employment and vocational activation component.

Functions:

- Identifies potential participants through the Labour Office database (recruiting 80 beneficiaries) and verifies eligibility for project participation.
- Assigns each participant a career counsellor, who jointly start developing the Individual Action Plan (IAP) with the participant.
- Coordinates the use of the SkillLab digital profiling tool, ensures staff training, and monitors data generated through the tool.
- Provides career counselling, job-matching, vocational training referrals, and access to job fairs or employer networks.

Purpose: To facilitate the effective transition of refugees from social assistance to labour market participation through tailored employability pathways.

Career Counsellors

Role: Specialists in employment support within the Labour Office.

Functions:

- Conduct initial interviews and needs assessments of the participants recruited.
- Conduct professional profiling using the SkillLab application and interpret results for practical career planning; provides all necessary information on how to use the app, helps to fill in the information.
- Advise on job opportunities, training offers, and skills recognition procedures.
- Cooperate with employers and HR experts to identify suitable vacancies and facilitate placements.

Case managers



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Role: Core frontline professionals managing individual cases under WCPR supervision.

Functions:

- Coordinate the preparation of the Individual Action Plan (IAP) with the career counsellor.
- Provide continuous follow-up, adjust the IAP as needed, and ensure access to psychosocial and practical support.
- Record progress in the internal monitoring system and participate in evaluation reviews.

Purpose: To act as the key link between beneficiaries and the ecosystem of services, ensuring integrated and consistent support.

Each case manager is to deal with at least with 10 beneficiaries.

Partner NGOs and Support Institutions

Role: Providers of complementary services that enhance inclusion.

Functions:

- Deliver targeted assistance in areas such as language training, legal counselling, mental health, or childcare.
- Cooperate with WCPR and Labour Office in referrals and case monitoring.
- Participate in coordination meetings and data-sharing processes to ensure continuity of support.

Purpose: To extend the reach of the ECSILI model beyond municipal structures and ensure a holistic, community-based response.

Career Counsellors and Case managers are to be guided by this Action Plan as well as SOP (Annex 1), IAP template (Annex 2) and SkillLab Recommendation on the profiling tool usage (Annex 3).

Governance structure

The governance of the Warsaw Local Action Plan will be ensured through a coordinated framework involving the Warsaw Family Support Centre (WCPR) and the Warsaw Labour Office (UP) as joint lead institutions. Both partners are responsible for the overall implementation, monitoring, and evaluation of activities under the ECSILI pilot phase.

A Steering Group composed of representatives from WCPR, the Labour Office, and the City of Warsaw's Social Policy and Strategy Departments will oversee strategic decisions, ensure alignment with municipal priorities, and monitor progress against project objectives.



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Implementation at the operational level will be supported by an 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 bi-monthly to coordinate actions, review performance indicators, and propose adjustments where necessary.

The governance structure remains open and flexible, allowing the inclusion/exclusion of new partners — such as employers, education providers, or NGOs — to strengthen collaboration and sustainability beyond the piloting phase.

Monitoring and evaluation

The implementation of the Warsaw Local Action Plan will follow a continuous evaluation methodology, enabling real-time monitoring and timely adjustments throughout the piloting phase. Evaluation will be coordinated jointly by the Warsaw Family Support Centre (WCPR) and the Warsaw Labour Office (UP), with active participation of NGO partners and municipal departments involved in service delivery. 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.

Progress will be assessed using the Key Performance Indicators (KPIs) defined for each measure in the operational plan, covering both quantitative outputs (e.g. number of participants, training sessions, coordination meetings) and qualitative outcomes (e.g. satisfaction, cooperation quality, employability progress).

Regular internal reviews and partner meetings will allow the identification and correction of any inconsistencies or unforeseen challenges, ensuring that the final evaluation provides reliable and evidence-based results to support further replication and scaling of the ECSILI model in Warsaw.

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.

Commenté [AC8]: Same as above, I believe this part should be based on your tasks based on the Monitoring and Evaluation framework provided by the experts, otherwise it will be a duplication of your work

Commenté [Go9R8]: Sure. As soon as we get appropriate input from experts it will be discussed and placed here.

Commenté [AC10R8]: I believe we can just have a paragraph redirecting to the other deliverable. But we can discuss this during the SC meeting



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Dissemination

The dissemination of the Warsaw Local Action Plan will ensure that its objectives, actions, and results are effectively communicated to both internal and external audiences. Internally, information will be shared during the obligatory training session among all institutions directly involved in the LAP — including the Warsaw Family Support Centre (WCPR), the Warsaw Labour Office (UP), municipal departments, and NGO partners — to maintain coordination and coherence in the implementation of activities.

At the external level, dissemination will aim to raise awareness and foster active participation among citizens, especially members of the Ukrainian refugee community, as well as employers, educational institutions, and other local stakeholders. Communication will be carried out through existing municipal and partner channels — such as social media, institutional websites, newsletters, and community events — and through dedicated information sessions or workshops.

Each measure of the LAP will include a tailored dissemination component to ensure visibility, transparency, and engagement. The overall goal is to strengthen Warsaw's collaborative network and to promote shared responsibility for the social and labour inclusion of refugees.

Annex 1 Standard Operating Procedure (SOP)

For project participants: – a coordinator and Case managers from Warsaw Family Support Center (WCPR), career counsellors from Labour Office (LO), beneficiaries (ukr. refugees)

Responsible: Labour Office	Career Counsellor Actions	Beneficiary Actions
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Commenté [AC11]: For this part, I believe you could take inspiration from what Arad did in defining profiles prototypes based on potential needs

Commenté [Go12R11]: Good idea. Still we consider that in our context there is no need for additional categorisation as the similar profile prototypes will be distinguished in a natural way under the stage 3 - case manager will assign B. to a definite CM according to the profile.



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Step 1 Registration & Eligibility Verification	- Identifies potential beneficiaries from LO database. - Verifies eligibility criteria: - legal status - intention to stay - residency duration - work permit status - availability for support - Contacts with eligible candidates - Schedules the first appointment with a career counsellor.	- Responds to invitation / LO outreach. - Attends scheduled appointment. - Provides documents required for verification (legal status, residency timeline, work permit status). - Confirms availability for participation.
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*SkillLab
profiling tool
isn't used at
this stage*



Responsible: Labour Office	Career Counsellor Actions	Beneficiary Actions
Step 2 Initial Profiling with Career counsellor	- Conducts initial needs assessment. - Begins creating the Individual Action Plan (IAP) focusing mostly on employment information. - Provides guided onboarding to SkillLab App:	- Attends meeting with the counsellor. - Signs the Participation Agreement. - Shares their background, work



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 SkillLab tool is actively used	• creating account • explaining navigation • filling "skeleton profile" (first information blocks) • If needed, organises a group onboarding session (1–2 hours). • Ensures the profile contains essential data: • employment history • skills • skills gap • languages • employment aspirations • legal / residency details • generates CV, records the interview summary in the case file. • Informs WCPR that the registration & initial IAP are completed. • Transfers summary notes and relevant data to WCPR coordinator.	history, skills, interests, and learning goals. • Creates an account in SkillLab and begins entering information. • Completes the first elements of the skills profile with guidance.
• SkillLab account activation is logged in the counsellor portal. • Basic IAP is saved, pending CM assignment. • Information about the completed registration is forwarded to WCPR		
		
Responsible: WCPR Coordinator	WCPR Coordinator Actions	Beneficiary Actions



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Step 3 Case manager Assignment	• Reviews initial SkillLab profile and counsellor notes. • Verifies the participant placement in the App • A CW is assigned based on workload, expertise, beneficiary needs (according to the profile information – fast job seeking, professional reintegration, social/emotional support).	On the contact of assigned Case manager confirms readiness for the first meeting with the CW in WCPR.
<i>SkillLab profiling tool actively used – WCPR coordinator assigns CMs, CMs review existing data</i>		



Responsible: WCPR Case manager	WCPR Case manager Actions	Beneficiary Actions
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Case manager



• Get the monitoring pre pilot questionnaire filled • Conducts a holistic assessment: ◦ social situation, caregiving duties ◦ barriers/challenges to overcome ◦ strengths, doubts ◦ learning needs ◦ labour market potential • Set agreed goals, thus validating or modifying IAP created by LO. • Uses SkillLab Career Plan to: ◦ translate goals into tasks ◦ assign deadlines ◦ link tasks to skills profiles • Ensures beneficiary understands how to update task status in the app. • Approves the final IAP jointly with beneficiary. • Make necessary referrals to organizations, NGOs, services. • Promotes personal development, boosting motivation and self-esteem of a beneficiary • Encourage social participation • IAP is uploaded to shared secure storage.	• Participates in in-depth assessment with CM. • Discusses socio-emotional, administrative, housing, health, and employment needs. • Defines realistic goals and tasks. • Approves the finalised IAP with CM. • Confirms the agreed actions for performing to achieve the goals
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SkillLab profiling tool – progress monitoring + individualised counselling through data analytics

- Progress logs are synchronised in SkillLab.
- Monthly ECSILI internal meeting reviews caseloads, obstacles, support needs.
- Updated IAP versions are stored in the shared system.

Responsible: Case manager (WCPR)+ WCPR Coordinator	Career Counselor Actions	Beneficiary Actions
Step 6 Final Evaluation  <i>SkillLab profiling tool is used for outcome documentation</i>	• Get the post pilot evaluation questionnaire filled • Conducts final assessment: - o progress in skills - o completed tasks - o achieved goals - o remaining needs • Uses SkillLab Notes + Outcome documentation to record: - o employment outcomes - o skills development - o next steps • Provides recommendations for post-pilot services.	• Participates in end-cycle interview. • Reflects on progress, achievements, challenges.

Annex 2 Individual Action Plan (IAP)

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

Field	Information
Name / ID	



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Date of birth	
Length of stay in Poland	
Education / professional background	
Current employment status	
Family situation / caregiving duties	
Language skills (PL/EN)	
Personal resources (Table 1 - optionally)	

2. Individual Needs Assessment (completed together with the client **based on the App**)

1. Residence status

UKR/permanent/temporary/ under processing.../ free job market access/...	Notes (e.g. work permit/legal counselling need/ current stage of legalization process)

2. Employment history

Qualification	professional background
	<i>K. has a Master's degree in Economics and 6 years of banking experience in Ukraine. Currently unemployed and receiving only low-skilled offers. Requires nostrification of diploma, B2 Polish for client-facing roles, and networking with Warsaw finance-sector employers. Plan: complete SkillLab profiling (Month 1), submit nostrification application (Month 2)....</i>

3. Career aspirations or targeted careers

	job matching in line with qualifications (e.g. eligibility, target job vs. temporary job, is essential to connect the professional capital with realistic opportunities)

4. Skills and skills gaps



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Skills and skills gaps	Notes (e.g. Need of Skills recognition / nostrification)

5. Language skills

Need of Polish language B2/C1 or English training	Notes (e.g. steps to acquire it according to the actual situation)

6. Mentorship / local networking

Need of Mentorship / local networking	Notes (e.g. seeking for community, participate in sector-specific meet-ups advertised on platforms such as <i>Meetup.com</i> and <i>LinkedIn...</i>)

7. Digital job-search coaching

Need of Digital job-search coaching	Notes (e.g. AI, pracuj.pl and <i>LinkedIn...</i>)

8. Childcare or family support

Need of Childcare or family support	Notes (e.g. opportunities used and planned to be used)

9. Emotional resilience / stress-management training

Need of psychological support	Notes (e.g. opportunities used and planned to be used)



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Table 1. - Personal Resources Inventory (Optionally used for CV creation based on the App)

<i>Resource Area</i>	<i>Details / Description</i>	<i>Level or Evidence</i>	<i>Relevance to Job Search or Integration</i>	<i>Notes</i>
<i>Education & Diplomas</i>	(e.g., Bachelor in Economics, vocational certificates)	Year of completion, country, verified/not verified	Needed for nostrification, qualification matching	
<i>Professional Certificates & Licenses</i>	(e.g., accounting certificate, forklift license, IT course)	Validity dates, issuing body	Strengthens CV and job-matching	
<i>Employment history (Work Experience)</i>	Key sectors, functions, leadership roles	Years of experience, achievements	Shows transferable skills	
<i>Language Skills</i>	Polish, English, Ukrainian, Russian, other	Level (A1–C2) or test results	Critical for employment and training	
<i>Digital Competence</i>	Office software, social media, specialised tools (e.g., AutoCAD, SAP)	Basic/Intermediate/Advanced	Enhances employability and remote work potential	
<i>Soft Skills & Personal Strengths</i>	Communication, teamwork, adaptability, stress management	Self-assessment or previous evaluations	Important for integration and interviews	
<i>Financial Resources</i>	Savings, access to micro-grants, start-up capital	Approx. amount or type	Useful for business start-up or training fees	
<i>Social Capital & Networks</i>	Contacts in Poland, professional networks, mentors	Existing links (NGOs, employers, community groups)	Facilitates job leads and integration	



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Resource Area	Details / Description	Level or Evidence	Relevance to Job Search or Integration	Notes
Health & Well-being Resources	Physical health status, access to healthcare, resilience practices	Optional	Supports readiness for work and training	
Mobility & Logistics	Driving license, access to transport, stable housing	Details	Affects job location flexibility	

3. Employment & Skills Goals (define short- and mid-term objectives)

Goal Type	Target (SMART)	Deadline	Notes
Short-term	e.g. "Update CV and register on two verified job portals"	1 month/date	Avoid "CV loop" by selecting portals with feedback mechanisms
Mid-term	e.g. "Complete certified course inaccounting software"	3 months/date	Course co-funding to be arranged with Labour Office/WCPR
Long-term	e.g. "Secure contract-based employment in finance sector"	6–10 months	Requires B2 Polish and diploma recognition (steps to do...)

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

Action	Service Provider	Timeframe	Expected Output	Notes
Legal consultation on residence permit	WCPR / Legal Aid NGO	Month 1/date	Clear roadmap for stable status	
Skills profiling & CV upgrade	SkillLab tool + Labour Office	Month 1/date	Competency profile + tailored CV	
Nostrification funding application	NAWA / Syrena system/University	Month 2-...	Recognition of diploma	



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Action	Service Provider	Timeframe	Expected Output	Notes
Job fair participation	City Agencies	Ongoing	At least 3 employer contacts	
Mentorship pairing	Local business network	Month 2-3	Active mentor relationship	
Stress-management group workshop	WCPR/PFM	Ongoing/schedule	Improved emotional resilience	

5. Support & Follow-Up (Feedback mechanism: monthly contacts to review progress (written update after each milestone *Table 2*)

6. Signatures

Beneficiary: _____ Date: _____

Case Manager: _____ Date: _____



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Table 2. - Feedback & Progress Monitoring to track the realization of an Individual Action Plan

Check-in Date	Goal / Action Reviewed	Current Status*	Achievements Since Last Meeting	Obstacles / Challenges	Adjustments or Next Steps	Case Manager Comments	Beneficiary Signature
	<i>e.g. Submit CV to 3 employers</i>	<i>On track / Delayed / Completed/ Needs revision/ Not started</i>	<i>CV updated and sent to 2 companies.../ participation in Job Fair/ resilience workshops enrollment</i>	<i>One employer requires nostrification confirmation/ language difficulties/missing documents</i>	<i>Submitting nostrification documents, updating LinkedIn Profile</i>	<i>Extend deadline to next month</i>	

Annex 3 SkillLab Recommendation on the profiling tool usage

According to the SOP (Annex 1) the online skills profiling tool is recommended to be integrated in steps 2, 4, 5, and 6 as follows:

- **Step 2 (Meeting with Counsellor from the Labour Office).** The online skills profiling tool is to be used during the beneficiaries' needs assessment and joint creation of Individual Action Plan.
- **Step 4 (Establishing the Action Plan).** The case manager from WCPR is recommended to use the tool's career plan and task management feature to assign tasks to beneficiaries based on their individual action plan.
- **Step 5 (Implementation and Development Support).** The case manager and career counsellor are recommended to use the tool to collect beneficiaries' skills and careers data to provide personalised career counselling if applicable. The use of the career plan and task management feature of the tool is also recommended to track the beneficiaries' progress in completing their individual action plan.
- **Step 6 (Final Evaluation).** The case manager is recommended to use the tool to document the outcome of the beneficiary after using the tool and completing the pilot programme.

The integration of the tool in Step 2 as part of the needs assessment process is recommended due to its ability to enhance the pre-tool method of manual interview to assess the beneficiaries' needs. Providing the tool to beneficiaries at this stage allows them to independently enter their information in a well-structured way that will automatically be visible to the career counsellor. The tool will also process beneficiaries' skills data in comparison to their career aspirations, resulting in data-driven information on the beneficiaries' skills gap to provide a basis for their individual action plan. The following information can be collected from the beneficiary via the tool for the individual action plan:

- Employment history
- Skills and skills gap
- Career aspiration or targeted careers
- Language skills
- Arrival in the current country (residency time in Poland)
- Work permit possession or status

To ensure the successful adoption of the tool among the beneficiaries, it is important to provide them with sufficient guidance before asking them to use it independently. Instead of providing access to the tool and immediately giving it as "homework" to

Commenté [AC13]: can this part be integrated in the SOP (Annex I) already in the form in which you will actually integrate it?

Commenté [Go14R13]: We have integrated the tool information to the SOP. Still, how do you think if it is worth leaving original recommendation separately. Anyhow, it works well for us.

complete before the next session, career counsellors can guide beneficiaries on how to use it at the beginning. There are two forms of guidance that can be done. First, to guide them personally in a session during the needs assessment stage by allocating an additional 30 to 60 minutes to help them create the “skeleton” of their skills profile. If the counsellors have limited time capacity, creating a 1 to 2 hours-long group session with multiple beneficiaries to onboard them into the tool can also be done as an alternative.

Using the tool to enhance steps 4 and 5 is also recommended to make goal setting and progress tracking easier for both beneficiaries and WCPR case managers. They can add the targets under the Employment and Skills Goals of their individual plan as tasks in their career plan using the tool. The same thing can be done for the tasks they agreed together with the case managers to achieve their goals. Case managers can assign a deadline for each task. Whenever the beneficiaries make progress in completing the task, they can update the task’s status from the user application side, which will be visible for monitoring by the case managers on their counsellor portal.

The result of Warsaw’s local needs analysis mentioned the need for a more personalised career support by the beneficiaries. The online skills profiling tool provides the means to deliver a more personalised career counselling for the beneficiaries. This possibility is enabled by the downloadable documents in the counsellor portal that analyse the beneficiaries’ existing skills and present 50 top career matches according to these skills, as well as how well those skills match the beneficiaries’ desired careers. Hence, it is recommended to use these data collected from the portal when providing career counselling service to beneficiaries to help them complete the individual action plan.

Finally, it is also recommended to use the tool to document beneficiaries’ outcome after using the tool and completing the programme. Proper documentation is important to ensure a good impact tracking for the ECSILI project, particularly regarding the tool’s integration into the social integration framework. Case managers are encouraged to use the notes feature in the tool for more comprehensive documentation of the case’s outcome and the impact of the programme on beneficiaries’ integration.

Annex 4 Activities/events planned to be held within the piloting phase

These activities aim to strengthen the social and labour-market inclusion of refugees and to test key elements of the innovative support model.

Commenté [AC15]: Which stakeholders will be involved in these activities? please specify

Commenté [Go16R15]: the information has been added

Commenté [AC17]: maybe inputting the language in which the activity will be conducted could be helpful

1. Employment Workshops

Timeline: December 2025 **Organiser:** Warsaw Family Support Center

Description: A series of practical workshops focused on labour-market preparation for refugees and migrants, including practicing interview skills, and information on labour rights and workplace culture in Poland. Sessions will be held in Polish in Intercultural Centre for Social Development office.

2. Resilience Sessions (weekly) Organiser: Warsaw Family Support Center, Muticultural Center, ADRA foundation, Polish Migration Forum (at the customer's preference, depending on availability and convenience).

Timeline: December 2025 - March 2026

Description: A series of interactive sessions focused on developing key resilience skills essential for both personal well-being and successful integration into the labour market. The workshops will explore practical strategies for coping with change, managing stress, maintaining motivation, and adapting to new professional and social environments. Sessions will be held in Polish in Intercultural Centre for Social Development office.

3. Speaking Club "Polish in Practice" (weekly, levels A1-A2, B1-B2)

Timeline: December 2025 **Organiser:** Warsaw Family Support Center

Description: Regular thematic language and conversation meetings aimed at improving communication skills in Polish through social interaction and cultural exchange. Meetings will take place in Intercultural Centre for Social Development office.

4. Employment Information Sessions (weekly) Organiser: Labour Office

Timeline: December 2025- August 2026

Description: Introductory meetings dedicated to newly registered jobseekers at the Labour Office, including refugees and migrants participating in the ECSILI project. The sessions will provide essential information on available employment services, job placement procedures, training opportunities, and labour rights in Poland. Participants will also be introduced to the ECSILI support model and guided on how to access individual counselling and career development tools. Sessions will be held in Labour Office.

5. Integration Picnic Organiser: Warsaw Family Support Center in collaboration with a number of public and non-public organizations

Timeline: June 2026

Description: A community-building outdoor event combining intercultural activities,



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creative workshops, and information stands on available city services. The picnic will provide space for networking among residents, institutions, and project participants, promoting inclusion and mutual understanding.

6. Warsaw Job Fair Organiser: **Labour Office**

Timeline: December 2025

Description: A networking city event bringing together refugees, HR experts, and employers. The **Warsaw Labour Office** will present its comprehensive offer of employment services, vocational training programmes, and available support for jobseekers promoting ECSILI project as well.

7. Inside the Hiring Process – Workshop with HR Professionals Organiser: **Warsaw Family Support Center/ Labour Office in collaboration (tbc)**

Timeline: May 2026

Description:

A hands-on workshop led by HR professionals, designed to demystify the recruitment process in Poland. Through simulations and real-life examples, participants will learn how to present their skills effectively, handle job interviews, and navigate cultural differences in workplace communication.