

Evaluation Report on the Effectiveness of the ERACIS Model: Pilot Phase

Warsaw, Poland

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

ECSILI - Empowering Communities: A Local Action Plan for Social Inclusion and Labour Integration of Refugees

ERACIS - Estrategia Regional Andaluza para la Cohesión e Inclusión Social

ESN - European Social Network

FGD - Focus Group Discussion

IAP - Individual Action Plan

KPI - Key Performance Indicators

O – Output

SO – Specific Objective

SOP - Standard Operating Procedure

UP - Urząd Pracy / Labour Office

WCPR - Warszawskie Centrum Pomocy Rodzinie/Warsaw Family Support Center

WP – Working Package

1. Executive Summary

The ECSILI pilot in Warsaw tested a coordinated, case-managed approach to the social and labour market inclusion of Ukrainian refugees. The model was implemented jointly by the Warsaw Family Support Centre (WCPR) and the Warsaw Labour Office (UP), with the involvement of partner organisations, employment and integration services, and local stakeholders.

The pilot combined individualised case management, career counselling, skills profiling, employment-oriented activities, psychosocial support and community-based integration



activities. The Local Action Plan provided the operational framework for cooperation between institutions, referral pathways and individual support through Individual Action Plans (IAPs).

By April 2026, 80 Individual Action Plans had been developed and at the end of the project 22 participants are employed. Three participants withdrew after returning to Ukraine and one temporarily suspended participation because of health and family circumstances.

The implementation also generated a number of complementary activities aimed at strengthening participants' employability, confidence, language skills, psychosocial well-being and social connections. These included HR workshops, resilience sessions, information session "Good to know", the Polish Speaking Club and the Integration Picnic.

The available evidence indicates that the pilot succeeded in establishing an operational model of individualized and coordinated support. However, implementation highlighted critical structural barriers that case management alone cannot resolve. Key obstacles—strongly reflected in participant research—include legal and status insecurity (such as processing delays for residence cards and the expiration of temporary protection in March 2026), stringent employer language requirements (B2/C1), high costs of diploma nostrification, and limited employer willingness to recruit refugees for positions matching their actual qualifications.

2. Introduction

The ECSILI - Empowering Communities: A Local Action Plan for Social Inclusion and Labour Integration of Refugees (ECSILI) project is funded by the European Social Fund Agency under the "Innovative Approaches to Mitigate the Societal Consequences of Russia's War of Aggression Against Ukraine within EU countries" call (ESF-SI-2024-UA-01-0100). The 18-month project, which runs from 1 May 2025 to 1 November 2026, involves five partner organizations from five EU countries: Belgium, Romania, Spain, Netherlands (until M14 of the project), and Poland. The ECSILI project is coordinated by the European Social Network (ESN). The partner organizations are the following:

1. The European Social Network (ESN), a European non-governmental and non-profit organisation coordinating the project (Belgium).
2. The Andalusian Regional Ministry of Social Inclusion, Youth, Families and Equality (CISJUF), a regional public authority from Spain.
3. SkillLab B.V., a Dutch research and education institution and private company whose involvement lasted through M1 to M14 of the project (The Netherlands).
4. The City of Warsaw, a local public authority from Poland represented by Warsaw Family Support Center.



5. The Social Care Directorate of Arad (DAS Arad), a local public authority from Romania.

This project aimed to adapt and implement in Warsaw, and Arad the Andalusian [ERACIS model](#), which focuses on active and social inclusion through locally coordinated interventions, and which has been successfully implemented in Andalusia, Spain for the past six years. Based on this, this project aimed to create a new programme that promotes the integration of Ukrainian refugees in Warsaw, Poland and Arad, Romania.

The Andalusian strategy, known as ERACIS, was launched by the regional government of Andalusia in 2018 and has since been funded by the European Social Fund. The strategy focuses on designing and implementing local programs that promote the social and active inclusion of at-risk populations in disadvantaged areas, several of them with migration levels reaching 30 to 35%. The ECSILI project involved the transfer of the Andalusian model pillars to the target cities together with the implementation of a skills profiling app. Key activities included the development of a local action plan in Warsaw and Arad covering labour market integration, community support, and social inclusion of Ukrainian refugees. This was translated into the creation of a new programme consisting of a case manager role, an accessible directory of local services, and a multilingual online tool for skills profiling to help refugees find suitable jobs and navigate local services. The main objective was to foster the social and labour market integration of Ukrainian refugees by using key features of the ERACIS strategy to address refugees' employability and promote their inclusion in the community. these principles are translated into an approach.

The ECSILI project translated this overall ambition into specific objectives aimed at improving the way refugees and migrants are supported at the local level, with particular attention to individualised support, access to employment and services, and stronger cooperation between relevant institutions and organisations.

The pilot phase provided an opportunity to test this approach in practice in Warsaw. In this context, WP3 – “Piloting, Monitoring and Evaluating the innovative refugee support model” – was the key implementation component through which the proposed model was applied, monitored and assessed in real-life conditions.

In Warsaw, the pilot was implemented through cooperation between the Warsaw Family Support Centre and the Warsaw Labour Office. The Warsaw [Local Action Plan](#) established the operational framework for the pilot, including institutional roles, referral mechanisms, individualised support, coordination and monitoring procedures.



The model was based on the principle that employment and social inclusion should be addressed together. Participants could therefore receive different combinations of career counselling, case management, language support, psychosocial assistance, administrative guidance, training, referrals and access to employment opportunities depending on their individual circumstances.

3.Evaluation Purpose

The objective of the pilot evaluation report is to assess and present the results of the eight-month pilot phase, drawing on the monitoring data and other evidence collected during implementation.¹ The evaluation aimed to assess the achievements of the ECSILI project and its contribution to the labour market integration, social integration, and well-being of Ukrainian refugee beneficiaries in Warsaw. The evaluation included the perspectives and experiences of the project's target group, project staff, and local stakeholders. Questions for the surveys, semi-structured interviews, focus group discussions, and consultations were informed by the OECD-DAC criteria of effectiveness and sustainability. The evaluation combined qualitative and quantitative evidence, including Key Performance Indicators (KPIs), such as the participation of 80 refugees of Ukrainian origin, improvements in their social integration as well as Labor Market Integration; an assessment of the development of inter-institutional cooperation and the case management model.

The evaluation focuses on:

- the effectiveness of the coordinated case-management model;
- the individualisation of employment and integration pathways;
- cooperation between municipal services and external stakeholders;
- access to employment and employment-related support;
- participants' social inclusion and well-being;
- sustainability and potential replicability of the approach.

The evaluation assessed the extent to which the pilot achieved its intended objectives and outcomes, identifying its achievements, challenges, and areas for improvement. The key

¹ ESF+ Social Innovation+ Initiative, Grant Agreement, pp. 41-42.



findings and recommendations will inform the updating of the ERACIS framework model developed under Work Package 2 (WP2) into an Updated Framework Model.²

4. Evaluation Methodology

The evaluation report was developed in August 2026 by the project staff, with support of the External Expert and the European Social Network (ESN). Monitoring and data collection were carried out both in person and remotely using a mixed-methods approach, combining both quantitative and qualitative methodologies to ensure a comprehensive assessment of the pilot's outcomes and processes.

Monitoring and Evaluation Matrix: monitoring data, indicators

The monitoring and evaluation framework for Warsaw is based on the MEF Matrix, which defines the specific objectives, outputs, indicators, targets, and corresponding sources of verification for the local pilot. The monitoring system is designed to capture both quantitative progress and qualitative feedback from beneficiaries, project staff, and relevant stakeholders.

The main monitoring indicators cover two overarching specific objectives: improved labour market integration (SO1) and improved social integration and well-being of beneficiaries (SO2). For labour market integration, monitoring focuses on the number of beneficiaries who obtain employment and confirm that the project support contributed to their employment. For social integration and well-being, the framework measures whether most beneficiaries perceive an improvement because of the support received.

At output level, monitoring covers the implementation of the coordinated case-management system, the use of the SkillLab's digital profiling tool, stakeholder cooperation, access to employment, and measures supporting social inclusion and emotional well-being.

Qualitative Methods

a) Review of Project Documentation

- the Grant Agreement;
- the Warsaw Local Action Plan;

² Ibid.



- the Monitoring and Evaluation Matrix;
- the Monitoring and Evaluation Framework;
- Individual Action Plans and project records;
- attendance and registration records;
- evaluation and feedback forms.

b) Semi-structured Interviews with Refugees

During the study visit to Warsaw between 30 March and 1 April 2026, five interviews were conducted with a total of six refugee participants by the External Expert and the European Social Network (ESN). The semi-structured interview questions were developed by the External Expert and were reviewed by the Andalusian team and the European Social Network (ESN).

c) Semi-structured Interviews with Project Staff

During the study visit, one interview was conducted with a career counsellor (UP), and two interviews were conducted with a total of three case managers (WCPR) by the External Expert and ESN. On 1 July 2026, two additional interviews with WCPR case managers were conducted by the External Expert via the Zoom platform with the support of a Ukrainian interpreter. On 7 July 2026, an online group interview was also conducted with the Project Manager and Case Manager Supervisor of the Warsaw Family Support Center and the Coordinator and Expert of the Warsaw Labor Office. The semi-structured interview questions were developed by the External Expert and were reviewed by the Andalusian team and the European Social Network (ESN).

d) Focus Group Discussion with Refugees

A focus group discussion with 11 Ukrainian refugees, aged between 28 and 57 years old, was conducted by the Warsaw Family Support Center and the Warsaw Labor Office on 1 July 2026. Nine of the participants were women and two were men. They had resided in Poland for an average two to four years.

e) Consultation with Local Stakeholders

A focus group discussion with local stakeholders was organized on 2 June 2026 by the Warsaw Family Support Center and the Warsaw Labor Office. Seven representatives were invited from public institutions, NGOs, and international organizations with demonstrated expertise in refugee employment and social integration. Participants were selected on the basis of their



active operational engagement with Ukrainian refugees in Warsaw and the Mazovian region, ensuring a multi-sectoral perspective encompassing direct service delivery, employer mediation, regional policy coordination, and legal support. The following table lists the organizations participating in the focus group discussion.

Table 1.: Participants of the Local Stakeholder Consultation

No.	Organization	Area of Expertise
1	Multicultural Centre	Multi-stakeholder coordination and partnership platform supporting refugee integration, skills development, and employability in Poland.
2	TENT Partnership for Refugees in Poland	Business network facilitating labour market integration of refugees through employer partnerships, training, and mentoring.
3	Polish Migration Forum (NGO)	Comprehensive direct support covering integration and employment issues.
4	Empowerment Foundation	Refugee and migrant integration, professional activation, and community empowerment through training and labour market inclusion.
5	Upwardly Global	Career coaching, job readiness training, mentoring, and employer partnerships for displaced professionals.
6	Institute for Human Support (NGO)	Direct support and empowerment-focused integration of Ukrainian refugees.
7	Mazovian Centre for Social Policy (MCPS)	Regional social policy coordination, social inclusion, migrant integration, and inter-institutional cooperation.

This focus group had the aim of gathering expert evaluation of the pilot model's effectiveness, identifying persistent systemic gaps in refugee integration, and collecting practitioner recommendations for scaling and sustaining integrated support approaches.

Prior to the discussion, participants received the following project brief describing the pilot model, implementation progress, and key elements being tested.

Table 2.: Project Brief Shared with Participants of the Local Stakeholder Consultation

Pilot Component	Implementation Status
Shared Case Management Model — continuous, flexible contact with participants covering life stabilization, employment activation, emotional support, legal status, and referrals	80 participants recruited by the Warsaw Labour Office; assigned to WCPR case managers (approx. 11 participants per manager). First formal cooperation agreement between WCPR and the Labour Office.
Individual Action Plans (IAPs) — covering professional goals, social needs, language learning, legalization, wellbeing, and practical steps	80 IAPs created; continuously updated to reflect participant progress and changing circumstances.
Cross-Sectoral Cooperation — formalized via a Local Action Plan and Standard Operating Procedure (SOP)	Active collaboration between WCPR, the Labour Office, and NGOs; includes joint case consultation, inter-institutional referrals, regular operational meetings, and defined division of responsibilities.
SkillLab Application — digital tool for competency profiling and CV generation	Tested with participants; revealed both potential and significant limitations (language barriers, misalignment with labour market realities, limited institutional uptake).

Quantitative Methods

Evaluation Forms and Feedback Forms

To ensure systematic monitoring of the pilot activities, evaluation and feedback forms were used for each activity implemented within the pilot phase. Refugees (most project activities) as well as stakeholders (Networking Session) and project staff (Mutual Learning Sessions) were asked to provide feedback on the relevance and usefulness of the activity, the clarity of the information provided, the extent to which the activity responded to their needs, and their



overall satisfaction. The collected forms provided a consistent quantitative source for assessing participants' immediate perceptions of the activities and identifying areas for further improvement. The results were used alongside attendance data and qualitative feedback to assess the implementation of the pilot and inform the overall evaluation of the ECSILI support model.

Input and Output Surveys with Beneficiaries

To better understand the expectations, concerns, needs, sense of belonging, and level of confidence of the refugee participants involved in the pilot project an input and an output survey were administered to them. Both questionnaires were anonymous and did not collect any personal data. The External Expert and the European Social Network (ESN) jointly developed the survey questions, which were then translated into Ukrainian and disseminated by the ECSILI project staff via the SurveyMonkey online survey platform.

From 28 January to 14 April 2026, data was collected from beneficiaries entering the pilot via the input questionnaire. The questions were divided into three main categories: 1) Demographics, 2) Labor Market Inclusion, and 3) Social Inclusion. Another round of data collection was conducted with participants at the end of the pilot phase, from 9 June to 25 July 2026. The output survey followed the same three-pronged logic as the input questionnaire. Across the input and output surveys, 1 to 5 Likert-scales were used to measure the perceived barriers to employment that respondents faced, the relevance of specific skills they wanted to develop, and how informed they felt about key service categories. The output questionnaire focused on their satisfaction with the support and services received during the pilot, and self-assessed improvement in employment situations, overall integration, and well-being.

Respondent Profile

A total of 79 responses were recorded via the input survey. The input sample was predominantly female (88% women and 10% men), with an average age of 43 years. The youngest respondent was 19 years old, and the oldest was 59. 78% of respondents were between 35 and 54 years old. Most respondents (91%) held temporary protection (UKR) status, and all of them were based in Warsaw.³ Most arrived relatively early following the full-scale invasion of Ukraine. Of those who answered this question, 68% arrived in 2022, with smaller numbers arriving each subsequent year until early 2026.

³ Other legal statuses reported in the input survey: Subsidiary protection (1), work permit (1), temporary residence permit (3), permanent residence permit (1), and other (1).

The respondent group was highly educated. 75% held a Master's or Bachelor's degree (37% Master's and⁴⁵ 8% reported a junior Bachelor's degree as their highest level of education. 9% had professional pre-higher education training, and 6% finished specialized secondary education (grades 10-12). Most respondents were married (62%) or single (19%), while smaller percentages were divorced (12%) or widowed (5%). Household composition was typically small: 47% lived with one other adult, 32% lived alone, 11% lived with two other adults, 8% lived with three other adults, and 3% lived with four other adults in the same household. 32% had no children under 18 in their household, 36% had one child, 23% had two children, and 8% had three children. 8% of the respondents were caring for a dependent adult family member (parents, grandparents, or a family member with a disability or chronic illness).

At the beginning of the pilot, 91% of respondents were unemployed and 97% were looking for employment. Confidence in finding employment was moderate but present: 29% felt confident and 9% very confident, while 39% felt somewhat confident and 15% were not confident or not confident at all. At the time of the output survey, which collected 50 responses, 55% of the respondents were unemployed. Of the remaining respondents, 14% were studying or in training, 5% were working full-time, 6% were working part-time, 6% were working occasionally or irregularly, 4% were self-employed or freelancing, and 2% were on parental leave. 76% of respondents said that they were still actively looking for work (37 individuals).

Survey with Project Staff

A survey with project staff was conducted to capture the perspectives of professionals directly involved in the implementation of the ECSILI pilot, including case management, employment support, and project coordination. The survey focused on the practical implementation of the model, the main barriers encountered, cooperation between institutions, perceived effectiveness of individualised support, and the conditions required for further implementation and replication.

The staff feedback provided an important complementary perspective to the beneficiary surveys, interviews, and focus groups. In particular, staff highlighted the value of an

⁵ Questions related to educational background were based on the Ukrainian education system. For more information, please visit: <https://emergency.mon.gov.ua/educationalsystem/>.



individualised approach and interinstitutional cooperation, while also pointing to systemic factors affecting outcomes, including administrative procedures, waiting times, changing regulations and difficulties related to access to employment.

Triangulation of the data collected

The evaluation used triangulation of quantitative and qualitative evidence collected from several sources: project documentation and monitoring data, beneficiary evaluation forms and surveys, semi-structured interviews with refugees and project staff, the focus group with 11 refugee participants, the consultation with seven local stakeholders, and the project staff survey. The comparison of these different perspectives helped identify findings that were consistent across stakeholder groups and distinguish participant-level outcomes from wider institutional or systemic factors. For example, both participants and project staff pointed to the importance of individualised support, while staff and stakeholders also highlighted administrative barriers and the need for stronger cooperation with employers.

Table 3.: Overview of Quantitative and Qualitative Sources

Quantitative Sources	Qualitative Sources
Input Survey (N=79)	5 Semi-structured Interviews (6 refugees)
Output Survey (N=80)	5 Staff and Specialist Interviews
Activity Evaluation Forms	Beneficiary FGD (N=11 refugees)
Monitoring KPIs and IAPs	Stakeholder FGD (N=7 organisations)

Ethical Issues

Ethical considerations were taken into account throughout the evaluation process. Participation in surveys, interviews and focus groups was voluntary, and the beneficiary input and output surveys were anonymous and did not collect personal data. The evaluation also recognised the importance of maintaining a human-centred approach. The use of digital tools and, where relevant, AI-based solutions can facilitate access to information and improve efficiency, but these tools should complement rather than replace the personal relationship between participants and case managers. The stakeholder consultation particularly underlined the importance of trust, individual understanding of participants' circumstances and human interaction in supporting refugees through complex social and employment pathways.



Limitations

Several limitations should be considered when interpreting the findings. First, the evaluation was conducted within the timeframe of a pilot phase and therefore primarily captures short- and medium-term changes, rather than longer-term employment and social integration outcomes. Second, some outcomes were influenced by factors beyond the control of the project or case managers, including administrative procedures and waiting times, changing legal and migration regulations, competition in the labour market, recognition of qualifications and employers' recruitment decisions. Third, the evaluation relied partly on self-reported information, which reflects participants' and staff members' perceptions and experiences and may therefore be affected by individual expectations or recall. The qualitative component also involved relatively small groups of participants and stakeholders and should not be interpreted as statistically representative of all refugees or organizations in Warsaw. Finally, data-protection requirements and the transition from the initial hybrid documentation procedure (SkillLab data) to the standardised digital model created some operational constraints during the early implementation period. These factors should be taken into account when comparing monitoring information across the different stages of the pilot.

5. Effectiveness

The main evaluation question regarding effectiveness is whether the pilot is achieving its specific objectives.⁶

Specific Objectives:

SO1: Labor Market Integration of Beneficiaries

SO2: Social Integration and Well-being of Beneficiaries

⁶ „Is the intervention achieving its objectives? The extent to which the intervention achieved, or is expected to achieve, its objectives, and its results, including any differential results across groups.” In: Better Criteria for Better Evaluation Revised Evaluation Criteria Definitions and Principles for Use OECD/DAC Network on Development Evaluation, 2019, p.9.
https://www.oecd.org/content/dam/oecd/en/publications/reports/2019/12/better-criteria-for-better-evaluation_f7a307eb/15a9c26b-en.pdf



The evaluation examined how well the ECSILI project achieved SO1 and SO2 through the implementation of five outputs (O1 – O5).

Outputs:

O1: Coordinated, case-managed system for social and labor market inclusion of refugees

O2: Personalize career and integration pathways through use of the SkillLab digital profiling tool

O3: Strengthen collaboration among municipal services, NGOs, employers and education providers

O4: Increase access to qualified employment through job-matching, skills recognition, and mentorship

O5: Foster social inclusion and emotional well-being of participants in the program

The following table provides a detailed assessment of each output, including its planned results, indicators/targets, achievements, qualitative evidence and overall assessment.

Table 4.: Analysis of Project Outputs

01. Coordinated, case-managed system for social and labour market inclusion of refugees	
Planned result	Establishment and testing of a coordinated, individualised case-management model enabling refugees to receive continuous, needs-based support for their social and labour market inclusion. The model was based on individual assessment, Individual Action Plans (IAPs), assignment of a dedicated Case Manager, regular follow-up and cooperation between the Warsaw Labour Office and WCPR.
Indicator / target	At least 80 refugee participants supported through the new case-managed model and provided with an Individual Action Plan.
Achievement	Achieved: 80 participants were recruited and supported and 80 IAPs were developed. Participants were individually assessed, assigned to Case Managers and supported through jointly defined goals, needs, activities and follow-up. By the end of the reporting period, 22 participants are employed (16 got employment within the project timeline) ; three participants withdrew after returning to Ukraine and one temporarily suspended participation due to health and family circumstances. The model was implemented despite initial GDPR-related limitations affecting the use of SkillLab. A temporary hybrid documentation and referral procedure was introduced, allowing support to continue without



	interruption, and the standardised operational model was gradually introduced from March 2026.
Qualitative explanation (interviews, FGD, consultation, staff survey)	Qualitative evidence strongly supports the value of the individualised case-management approach. Project staff highlighted regular contact with participants, individual assessment, progress monitoring, flexible adaptation of support and clear responsibility for each case as among the strongest elements of the model. They also considered interinstitutional cooperation and the use of IAPs important for coordinating different forms of support and responding to complex participant needs.⁷ The allocation of participants to Case Managers according to their experience and competencies was also perceived positively. The SOP established the first formal cooperation workflow between WCPR and UP. Case managers carried ~11 participants each, ensuring close, trust-based relationships. <i>"The most valuable element is the case manager and the individual approach."</i> — Institute for Human Support (Local Stakeholder FGD) <i>"Pani Aleksandra threw a couple of ideas my way... my self-esteem definitely increased."</i> — Roksolana C. (Participant FGD) At the same time, the evidence identified several areas requiring further development: e. g., reducing administrative burdens, ensuring sufficient time for Case Managers, and strengthening employer cooperation. Staff also stressed that labour-market outcomes are influenced by factors beyond the control of Case Managers, including administrative procedures, waiting times, recognition of qualifications, labour-market competition and employers' recruitment decisions⁸. <i>An important lesson</i> was also the need to establish realistic expectations from the beginning. Staff noted that some participants expected their problems to be resolved after a single meeting, whereas effective social and labour-market integration requires time, active participation and cooperation from both the participant and the Case Manager.
Assessment	The pilot successfully established and tested the case-managed support model at the planned scale. The model demonstrated that existing municipal employment and social-support structures could be connected through a shared case-management workflow rather than creating a completely separate service. The main areas for further improvement concern administrative efficiency, interinstitutional cooperation, digital information-sharing and stronger links with employers.

⁷ Summary of the staff survey ECSILI (Warsaw)

⁸ Summary of the staff survey ECSILI (Warsaw)



O2. Personalize career and integration pathways through use of the SkillLab digital profiling tool	
Planned result	Use of SkillLab as a digital profiling tool to support individual assessment, identification of skills and qualifications, and development of personalised career and integration pathways.
Indicator / target	SkillLab profiling integrated into the individual support process and used for participants' skills profiling and career planning.
Achievement	Partially achieved. SkillLab was introduced as a digital profiling and career-planning tool. Its implementation was initially affected by GDPR and personal-data requirements, resulting in a temporary hybrid paper/electronic procedure. From March 2026, participants gradually received individual access to the application. The first stage of the IAP included education, professional experience, qualifications, language level, employment barriers, expectations and current life circumstances. Following this assessment, participants and case managers identified individual goals and agreed on activities and referrals.
Qualitative explanation (interviews, FGD, consultation, staff survey)	Overall, participant feedback suggested that SkillLab was perceived as having limited practical value for employment purposes and, in some cases, as a time-consuming exercise. The main weakness identified was the lack of a direct link between profiling and actual employment opportunities. Participants indicated that the tool could become substantially more useful if it provided up-to-date, relevant job vacancies and opportunities to connect directly with employers. In the absence of such functionality, participants questioned the practical benefit of completing and maintaining their profiles. ⁹ Beneficiaries and experts cited major disconnects between automated AI skill mappings and actual labour market entry. The app generated over-broad skill profiles leading to low-skilled recommendations.

⁹ Interview Summaries (ECSILI Warsaw)



	<i>"I spent 5 hours filling all this out, and it gave me a crippled resume that you can't send anywhere... The AI made a normal resume, and we finalized it together with the case manager." — Iryna D. (Participant FGD)</i> <i>"As for the SkillLab app, I doubt it will work better than a live, skilled professional." — (MCPS, Local Stakeholder FGD)</i>
Assessment	SkillLab was introduced and became part of the individual support model, but its full potential as a shared digital case-management and referral tool was not realised during the pilot. Further development should focus on staff training, user-friendliness, secure information exchange and stronger integration with the wider case-management process.



O3. Strengthen collaboration among municipal services, NGOs, employers and education providers	
Planned result	Stronger cooperation and coordination among municipal services, NGOs, employers and education providers to improve referral pathways, information exchange and access to relevant support and employment opportunities for refugees.
Indicator / target	Establishment of new cooperation links and practical mechanisms for coordination, referral and information exchange among relevant local stakeholders.
Achievement	Achieved. A networking session in Warsaw that took place on March 4 th 2026 brought together public institutions and non-governmental organisations working on migrant and refugee support. The pilot established and strengthened cooperation with a range of relevant stakeholders, including the Multicultural Centre, TENT Partnership for Refugees, Polish Migration Forum, Empowerment Foundation, Upwardly Global, Institute for Human Support and MCPS. Networking and mutual-learning activities also created opportunities for direct exchange between public institutions, NGOs and other service providers.
Qualitative explanation (interviews, FGD, consultation, staff survey)	The pilot created a broader local support network and enabled case managers to exchange information and refer participants to additional services. Stakeholder consultations and interviews with the case managers confirmed that the project helped create new connections and improve information exchange between organisations supporting migrants and refugees. Practical cooperation included sharing information on employment opportunities, recruitment events, training and available support services. At the same time, stakeholders identified the need for more systematic referral mechanisms, regular information exchange and stronger engagement of employers in future cooperation. ¹⁰ The stakeholder consultation conducted on 2 June 2026 provided additional evidence on the perceived strengths and limitations of this cooperation. Bi-annual city networking sessions and joint operational referrals between WCPR, UP, and NGOs (PFM, Upwardly Global, TENT) improved workflow clarity. However, systematic employer engagement was constrained by project budget limitations.

¹⁰ Stakeholders Focus Group Discussion Report (Warsaw)



	<i>"Close institutional collaboration matters enormously because the routes for refugees become clearer - we refer them to partners, not to some unknown entity."</i> – (Upwardly Global, Local Stakeholder FGD)
Assessment	The pilot successfully expanded the local cooperation network and created practical channels for information and referrals. Further development should focus on making these links more systematic and sustainable, particularly by strengthening cooperation with employers and ensuring regular coordination between municipal services, NGOs and education providers.

O4. Increase access to qualified employment through job-matching, skills recognition, and mentorship	
Planned result	Improved access to suitable employment by matching participants' skills and qualifications with labour-market opportunities, supporting recognition of professional experience and qualifications, and providing mentoring and career guidance.
Indicator / target	Participants receive individualised employment support, including job matching, career guidance, skills/qualification assessment and mentoring, with increased access to relevant employment opportunities.
Achievement	Partially achieved. The case-management model provided participants with individual career guidance, profiling, CV support, job-search assistance and referrals to employment-related activities. By the end of the reporting period, 16 participants had secured employment. However, the full potential of job matching and skills recognition was not realised, particularly due to limitations of the digital profiling tool and the still-developing cooperation with employers. Employment-related activities included: - career counselling; - employment information sessions; - practical labour-market workshops; - HR workshops; - job-search guidance; - employer and HR networking; - referrals to employment and training opportunities. <i>The Inside the Hiring Process workshop was delivered three times, on 27 March, 11 May and 18 May 2026, with 49 participants overall. The training</i>



	combined practical exercises, recruitment examples and interaction with HR professionals.
Qualitative explanation (interviews, FGD, consultation, staff survey)	Interviews and participant feedback indicate that individual support was valuable, particularly in clarifying career goals, improving application documents and navigating the Polish labour market. At the same time, participants highlighted the limited availability of directly relevant vacancies and the need for stronger links with employers. The research also indicated that formal recognition of qualifications and previous professional experience remains an important barrier for some participants. Mentoring and personalised guidance were therefore particularly relevant where participants needed to adapt their professional plans to the Polish labour market. At the same time, participant research demonstrates that access to employment remains strongly influenced by external labour-market barriers. Participants reported difficulties accessing qualified positions, language barriers, discrimination, age-related barriers and limited employer willingness to recognise their previous professional experience. They also expressed a strong need for employer incentives and more direct pathways to employment. ¹¹
Assessment	Partially achieved. The pilot demonstrated that individualised case management can improve participants' readiness and access to employment, with measurable employment outcomes. To strengthen this objective, future implementation should place greater emphasis on direct employer engagement, real-time job matching, recognition of qualifications and structured mentoring, rather than relying primarily on general job-search support. The pilot demonstrated that individualised employment support can increase participants' labour-market activity and facilitate employment outcomes. However, case management alone cannot remove structural barriers on the employer side. The focus group evidence suggests that future models should place greater emphasis on direct employer engagement, incentives, mentoring and pathways into qualified employment.

¹¹ Report on Refugees Focus Group (ECSILI Warsaw)



O5. Foster social inclusion and emotional well-being of participants in the program	
Planned result	Participants feel more socially included, supported and confident in managing personal, administrative and employment-related challenges, with improved access to appropriate support and services.
Indicator / target	Reported change in participants' perceived level of social support, confidence and ability to cope with challenges
Achievement	The target was achieved . The majority of interviewed participants reported a stronger sense of support, increased confidence and reduced feelings of being alone when facing complex personal, administrative and employment-related challenges.
Qualitative explanation (interviews, FGD, consultation, staff survey)	The pilot provided regular resilience workshops, the Polish Speaking Club and community-based activities. The resilience sessions addressed stress and burnout, while the Speaking Club created opportunities for regular conversational practice and social interaction. Participants reported greater awareness of coping strategies and increased confidence in everyday communication. The Integration Picnic on 20 June 2026 brought together refugees, migrants, Warsaw residents, public institutions, NGOs and volunteers. ECSILI participants were individually invited together with their families, providing an opportunity to build social connections outside formal support settings. Participants frequently highlighted that having a dedicated case manager gave them a sense that they were "not alone with problems". They particularly valued the case managers' experience, accessibility and ability to identify practical and non-obvious solutions. Participants emphasised the relevance of the support received in dealing with legalisation, administrative procedures, documentation and other complex issues, which reduced uncertainty and helped them feel more confident in navigating their situation in Poland.¹²

¹² Interview Summaries (ECSILI Warsaw)



	<i>"The project helped me get out of this emotional pit. My case manager has a talent for calming and inspiring."</i> — Liudmila M. (Participant FGD) <i>"In practical classes with HR... my fears and despair vanished... I learned to speak 'their language'."</i> — Roksolana C. (Participant FGD)
Assessment	Qualitative evidence indicates that individualised case management contributed not only to practical problem-solving but also to participants perceived emotional wellbeing, confidence and sense of social inclusion. The availability of a trusted and competent professional was particularly important for participants facing multiple and interconnected challenges.

6. Sustainability

The main evaluation question regarding **sustainability** is whether the project's benefits will last.¹³ The pilot demonstrated that the core elements of the ECSILI model can be integrated into existing municipal structures rather than requiring the creation of a completely separate service. In particular, the following elements appear suitable for continuation:

- cooperation between WCPR and the Labour Office;
- the case-management function;
- Individual Action Plans as a shared working and monitoring tool;
- regular professional coordination and supervision;
- referral cooperation with NGOs and local services;
- integration of employment and social-support pathways.

At the same time, sustainability requires sufficient staff capacity. The implementation experience showed that supporting approximately 11 participants per case manager represents a substantial workload, particularly because support frequently extends to administrative, legal, employment, emotional and coordination issues. It especially matters considering project extra workload on the top of the regular workload of case-managers. The representative from Multicultural Centre, working as a careers advisor, acknowledged the

¹³ „Will the benefits last? The extent to which the net benefits of the intervention continue, or are likely to continue." In: Better Criteria for Better Evaluation Revised Evaluation Criteria Definitions and Principles for Use OECD/DAC Network on Development Evaluation, 2019, p.12.



practical limits of single-session support and validated the long-term model, while also raising a realistic concern about caseload: *"One consultation is never enough — you can't even do a CV effectively in one session. People always have so many questions. Job searching is a continuous process; recruitment can take up to six months. People burn out — and where do they turn? Back to the advisor? But I have time and functional constraints... 11 people per case manager as additional work sounds unrealistic — though I have the deepest respect for the ECSILI case management team, because long-term support is about building trust and relationships, and that takes real commitment."* (Local Stakeholder FGD).

The following table illustrates a clear dichotomy: while internal case-management and institutional coordination mechanisms operate with high efficiency, successful participant integration is constrained by external administrative, language, legal and market-entry barriers.

Table 5.: Main Findings on Systemic Strengths and Barriers

<i>Systemic Assets</i>	<i>Structural Gaps</i>
Formal Warsaw Family Support Centre and Labour Office SOP Workflow	High Costs of Nostrification
High Trust in Case Managers	Stringent B2/C1 Language Certifications
Integrated Psychosocial Support	Employer Reluctance / Bias
Active NGO Coordination Network	Legal and Status Insecurity

Replicability

The Warsaw experience suggests that the ECSILI approach can be replicated where the following conditions are present:

1. Strong cooperation between employment and social-support institutions;
2. Clearly defined roles and referral procedures;
3. Dedicated case-management capacity;
4. Access to complementary services;
5. Mechanisms for cooperation with employers and NGOs;
6. Flexible individual planning rather than a one-size-fits-all pathway.

The model should, however, be adapted to the local labour market and institutional context. **An important lesson from Warsaw is that digital profiling should complement, rather than replace, professional and human interaction.** Similarly, employment integration



requires not only preparing refugees for the labour market but also engaging employers and addressing structural barriers to recruitment¹⁴.

7. Key Findings

Based on the quantitative and qualitative evidence available, the main findings are:

1. The coordinated case-management model was successfully established.

The pilot created a functioning cooperation mechanism between WCPR and the Labour Office, with 80 participants supported through Individual Action Plans. The findings suggest that the value of case management extended beyond the provision of individual services or referrals: the continuous relationship with a trusted case manager provided participants with a sense of stability, agency and connection at a time of significant uncertainty. **The Human-Centred Core is Irreplaceable:** Personal, sustained case management drives progress; automated digital-only tools cannot substitute for human trust and tailored advocacy.

2. Individualisation was a central added value of the model.

Participants could receive different combinations of employment, social, language, psychosocial and administrative support according to their circumstances. It was highlighted multiple times within the interviews and focus-group discussions by refugees and stakeholders.

3. Social and labour-market support worked best when combined.

Employment activities were complemented by resilience workshops, language practice and community activities.

4. Local cooperation expanded during the pilot.

The project established links with a broader network of public, NGO and international organisations.

5. Structural employment barriers remain significant.

Language, legal uncertainty, discrimination, age, employer attitudes and limited access to qualified positions continue to affect participants' employment prospects. Employers prioritize short-term profit and minimal HR burden, often bypassing Ukrainian applicants due to legal administrative requirements or systemic bias.

6. Employer-side interventions should be strengthened.

Participant evidence points to the importance of employer incentives, direct employer engagement, onboarding and mentoring.

¹⁴ Stakeholders' Focus Group Discussion (Warsaw)



8. Recommendations

1. Maintain the joint case-management model

Continue cooperation between WCPR and the Labour Office and retain the IAP as the central tool for individual planning and progress monitoring.

2. Preserve the human element of the model

Continue using digital profiling tools but ensure that their results are interpreted through individual professional counselling.

3. Strengthen employer engagement

Future implementation should include more direct cooperation with employers, HR professionals and employer networks, with particular attention to qualified employment and matching participants' existing competences.

4. Develop stronger pathways to qualified employment

Support should move beyond general job-search assistance towards targeted job matching, mentoring, onboarding and skills recognition.

5. Address structural barriers

Where possible, future interventions should be complemented by measures addressing language barriers, discrimination, legal uncertainty and employer incentives.

6. Ensure sustainable case-manager capacity

The workload and complexity of individual cases should be considered when determining the number of participants assigned to each case manager.

7. Continue local partnership development

The network established during the pilot should be maintained as a practical referral and cooperation mechanism beyond the project period.



