

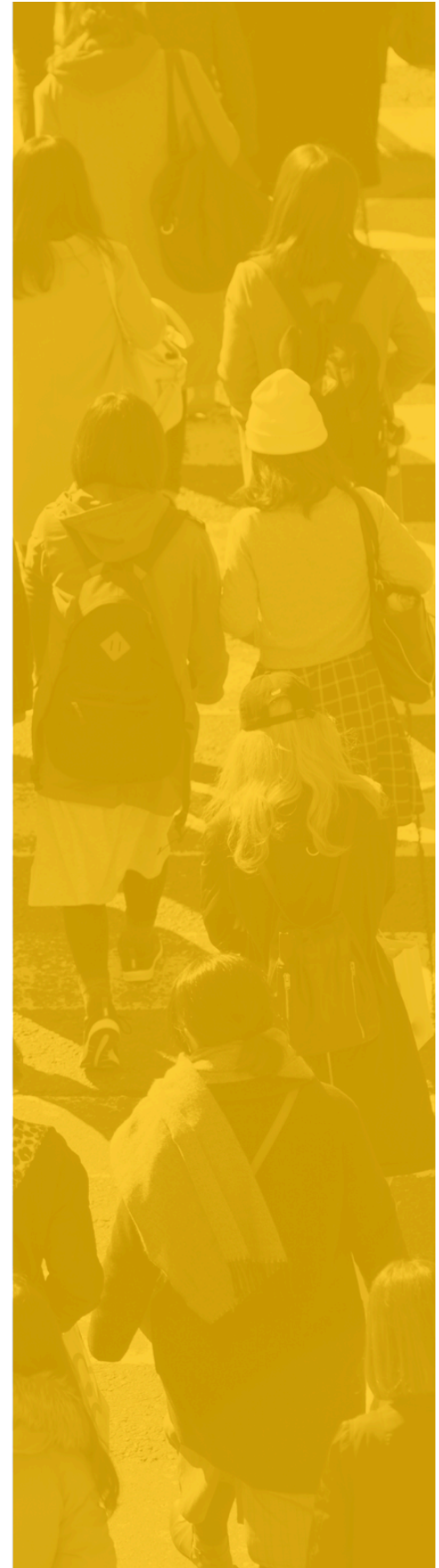
HumanityHub

Where Cultural Inclusion Meets Economic Empowerment

Needs assessment report

Deliverable D005.001

CENTRO PER LO SVILUPPO CREATIVO DANILO DOLCI ETS



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Summary of the Project

Humanity Hub is a transnational project co-funded by the Social Innovation Initiative +, focused on addressing the economic and social integration challenges faced by Ukrainian refugees in Croatia and Italy.

The social innovation stems from a comprehensive understanding of the specific needs and difficulties encountered by these refugees. Humanity Hub aims to tackle these challenges through a comprehensive and holistic approach that combines multiple support mechanisms.

The project focuses on enhancing economic and social integration through three primary avenues: 1) psychosocial support and cultural orientation, 2) entrepreneurial education and acceleration program, and 3) a robust peer support system for employability opportunities. This innovative model as an individual and tailored approach, is designed to foster resilience, self-sufficiency, and community cohesion among Ukrainian refugees by addressing their immediate and long-term needs. By combining tailored interventions for economic, social, and psychological support, the project seeks to create a sustainable model for refugee integration that can be replicated in other contexts.

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List of abbreviations

Acronym	Description
WP5	Work Package 5 – Employment, Opportunities, Challenges, Response (Set up and Pilot Test)
RMA	Reciprocal Maieutic Approach
CSC	Centro per lo Sviluppo Creativo Danilo Dolci ETS

Introduction

The current document is one of the first deliverables foreseen in the context of the project “Humanity Hub”. In the following pages, the results of the analysis of the needs of the project target group will be shown, in order to provide a solid ground for the development of the next actions of the project.

What about this document?

Among all 10 WPs on which the project is structured, **WP5 – Employment, Opportunities, Challenges, Response (Set up and Pilot Test)** aims to pilot and test solutions addressing the challenges related to the employment of Ukrainian refugees in Europe. It foresees the design and implementation of a training programme that takes a holistic approach and is directly informed by the needs of the participants involved.

Within this framework, the present **Needs Assessment Report** documents the participatory process carried out to identify those. It presents the results of the analysis of both Croatian and Italian contexts: the former based on the main results of the research carried out at the beginning of the project; the latter rooted on the information gathered from two workshops conducted through the Reciprocal Maieutic Approach (RMA), during which participants discussed and defined their priorities and expectations regarding support and training. The report organises these findings and uses them to inform the thematic focus and methodological approach of the training programme.

The document is structured as follows:

Methodology: This section explains the approach adopted for the needs exploration and assessment, with particular attention to the Reciprocal Maieutic Approach.

Key Findings: This section presents the main needs, challenges, and priorities that emerged.

Conclusions and Recommendations: This section summarises the main conclusions and outlines practical recommendations for the design and implementation of the training programme.

Methodology

In order to carry out the analysis, the methodology adopted by CSC Danilo Dolci ETS – WP5 coordinator – was twofold, including both 1) a **desk research** and ; 2) a careful **identification of needs** through a specific method. The choice of one approach or another was determined by the context in which it was applied. Specifically :

- for the analysis of the Croatian context, a **template** has been prepared, in order to have a summary of the main results from the research carried out at the beginning of the project (D003.002). At the same time, specific information on **good practices** for employability was asked, thus identifying initiatives or projects carried out at Croatian level addressed to increase the employability of migrants and refugees, or other socially or economically vulnerable groups with similar needs (e.g. long-term unemployed, ethnic minorities). Finally, **recommendations** on ideas, methods, formats, or tools that would have been suitable to be implemented within the project were asked to be shared.

- for the analysis of the needs of the target to be involved in the Training to be developed, the Reciprocal Maieutic Approach has been implemented (see below), integrating both the information collected at the beginning of the project with the actual needs of the group to be involved in the project activity.

Both analyses' results were crucial for the development of the **Refugee Job-Inclusion Training Program (D005.002)**, whose core topics were developed starting from the identified needs of the Ukrainian refugees living in Italy. The good practices and recommendations from Croatia were useful to elaborate the approaches and further methodologies to be included in the training program, enriching the course and strengthening the transnational value of the project learning offer.

Reciprocal maieutic approach (RMA)

The Reciprocal Maieutic Approach (RMA) is a participatory and dialogic methodology for research and self-analysis developed by Danilo Dolci since the 1950s.

It draws inspiration from the Socratic concept of maieutics (literally “the art of midwifery”), which refers to the process of bringing to light the latent potential within each individual. However, while Socratic maieutics is essentially unidirectional, Dolci’s approach is reciprocal: each participant supports the others in expressing their perspectives and contributing to a shared inquiry.

This creates a collective process in which participants collaboratively explore challenges and develop possible solutions. The process is shaped and guided by their own experiences and intuitions, with dialogue serving as the central tool for reflection and joint problem-solving. Its participatory nature fosters collective responsibility and encourages active involvement in addressing the issues being explored.

In practice, the Reciprocal Maieutic Approach is implemented through structured group workshops where dialogue unfolds in a flexible yet carefully facilitated manner: participants are invited to speak in turn, each expressing their perspective on the topic under discussion. Particular attention is given to ensuring inclusive participation; individuals whose authority, expertise, or social status might inhibit others are typically invited to speak later in the process, so that all voices can emerge freely.

The development of a “right” question is the beginning of the maieutic process: the person leading it needs to analyze the context, the profile of people participating, thus defining the “heuristic question” from which to start the inquiry. Once the initial round of contributions is completed, an open discussion develops organically. The facilitator does not intervene to impose solutions or predefined interpretations. Rather, their role is to encourage reflection, observe group dynamics and provide support in identifying shared insights. The environment itself must also be carefully shaped to encourage openness to new ideas, respect for diverse standpoints, and recognition of individual rhythms of participation.

During the project, RMA workshops were organized by CSC Danilo Dolci, with specific key insights which will shape the next steps of implementation of the project.

Overview of National Contexts

Croatia

Main results of Croatian Transnational Report on Needs and Demands of Refugees Fleeing from Ukraine

In Croatia as in other European countries, the reception and protection of Ukrainian refugees has been framed within the European Temporary Protection Directive, which grants displaced persons legal residence, access to the labour market, healthcare, education, and basic social support. Since 2022, Croatia has hosted a significant number of beneficiaries of temporary protection, the majority of whom are women and children and are primarily settled in larger urban centres where services and employment opportunities are more accessible.

While the legal framework provides a broad set of rights and integration measures, the analysis highlights several challenges affecting the effective socio-economic inclusion of Ukrainian refugees. In particular, barriers related to administrative procedures, recognition of qualifications, and access to financial services can limit opportunities for employment and entrepreneurship. Practical obstacles also emerge in accessing healthcare and other public services, often due to gaps in information or institutional capacity.

At the same time, civil society organisations and humanitarian actors play an important complementary role in supporting refugees through language learning opportunities, psychosocial support, and community-based integration initiatives. Overall, the Croatian context shows a relatively solid legal protection framework, but also underlines the importance of strengthening practical support mechanisms and

long-term integration pathways, particularly in view of the temporary nature of the current protection regime.

Overview of the good practices

The good practices identified in the Croatian context highlight a variety of approaches aimed at improving the employability and social inclusion of refugees and other vulnerable groups. Overall, these initiatives combine skills development, mentoring, psychosocial support, and language training as key components for supporting labour market integration.

Several practices focus on strengthening transversal and employability-related competences, including communication, intercultural skills, job search strategies, and financial literacy. Mentoring and individual counselling approaches also emerge as particularly relevant tools for supporting participants in defining professional pathways, overcoming personal and structural barriers, and increasing motivation. In parallel, language learning and vocational retraining programmes play a central role in facilitating access to employment opportunities in the host country.

Another important aspect highlighted by these initiatives is the integration of psychosocial support and community-building activities, recognising the impact that displacement, trauma, and social isolation can have on refugees' employability and long-term participation. Some practices also promote collaboration between civil society organisations, public institutions, and private sector actors, fostering more concrete employment pathways and supportive working environments.

Overall, the identified practices demonstrate the importance of holistic approaches that combine skills development, personalised support, and community engagement. The main elements and methodologies emerging from these experiences have informed the design of the training programme developed within the project. Detailed descriptions of the analysed good practices are provided in the Annex.

Italy

Italy has been one of the main host countries for displaced persons from Ukraine since the outbreak of the war in 2022. Through the implementation of the EU Temporary Protection Directive, Ukrainian refugees have been granted immediate access to residence, employment, healthcare, education, and basic social assistance. The reception system operates through a multi-level structure combining national coordination with regional and municipal implementation, which results in differences in the availability and accessibility of services across territories.

The Ukrainian population in Italy is largely composed of women and children and is mainly concentrated in northern and central regions where labour market opportunities and migrant support networks are more developed. Although the legal framework allows immediate access to employment and self-employment, participation in the labour market is often affected by structural barriers such as limited knowledge of the Italian language, slow recognition of professional qualifications, and difficulties in accessing stable employment matching refugees' skills and educational background.

Support for integration is therefore provided not only through public services – such as language courses and employment assistance – but also through a wide range of initiatives implemented by civil society organisations, migrant associations, and local communities. These actors often play a key role in providing practical guidance, psychosocial support, and networking opportunities that facilitate social and professional participation.

Overall, while Italy provides a relatively comprehensive protection and assistance framework, the analysis highlights ongoing challenges related to coordination of services, access to tailored employment pathways, and the temporary nature of the protection status.

RMA Workshops

Application of RMA in the Context of the HumanityHub project

The HumanityHub project aims to address the challenges faced by Ukrainian refugees in achieving full participation in European societies. While employment is central to this objective, the project recognises that access to the labour market cannot be considered in isolation. Sustainable employment depends on a range of interconnected factors, including psychosocial wellbeing, familiarity with the linguistic, cultural, and social contexts of host societies, gender-related considerations, and other structural and personal elements that influence integration pathways.

To design a training programme that effectively responds to this complex and multi-layered set of needs, the project employs the Reciprocal Maieutic Approach (RMA). As previously explained, this methodology facilitates a comprehensive exploration of both the challenges faced by Ukrainian refugees and their aspirations and potential solutions. By actively involving participants in a process of collective analysis, the RMA ensures that identified needs are not externally imposed but emerge from the lived experiences of the refugees themselves.

Through this participatory process, HumanityHub is able to tailor the training programme to the real priorities of the target group, enhancing its relevance, fostering a sense of ownership, and maximising its potential impact.

Structure and contents of the RMA workshops

To achieve the aforementioned objectives, two RMA workshops were conducted, each lasting approximately one and a half hours. A total of ten Ukrainian female refugees participated, with the support of a cultural mediator who facilitated communication.

The first workshop began with a presentation of the HumanityHub project, its objectives, and planned activities. After an introduction to the structure and purpose of the ongoing workshop, participants introduced themselves, sharing how long they had been in Italy and describing their current situations. The discussion then shifted

to a reflection on what it means to be fully involved in a society. Participants highlighted key aspects such as employment, language proficiency, and access to services as central conditions for active participation. From this conversation, a range of interconnected needs emerged: the necessity of understanding and navigating cultural, social, and bureaucratic aspects of daily life – from managing housing to accessing services – the importance of familiarizing themselves with the local territory to develop a sense of belonging, and the need for spaces and opportunities to care for their psychophysical wellbeing.

The second workshop built on these insights, exploring the identified needs in greater depth and translating them into concrete topics that the training programme could address. Participants collaboratively organised and prioritised these needs, taking into account individual circumstances and collective availability. Following both workshops, the key findings were conceptually grouped, resulting in five clusters, which ultimately shaped the five training modules of the programme, designed to respond holistically to the real and interconnected needs of the participants. Additional decisions were collectively made regarding organisational aspects of the training, such as identifying preferred days and times for participation in the different sessions, and expressing related practical needs, including arrangements to bring children along when necessary.

Key findings

In terms of meaningful participation in the Italian context, participants expressed a particular need for:

- Understanding the legal system, particularly regarding the types of documentation and residence permits available, including associated rights and duties.
- Navigating housing, including the steps and requirements to rent a property.
- Understanding access to the health system, from everyday practices to emergencies.
- Understanding customs and culture in daily practical needs and in accessing services, including what to expect in interactions and how to avoid scams.
- Accessing employment opportunities and understanding the local job market, including the actions needed to increase competence and employability.
- Learning Italian and accessing courses beyond basic levels.
- Navigating the territory, to understand the services, but also social and cultural gatherings, and to develop a sense of belonging.
- Accessing spaces for psychosocial support and physical wellbeing, including opportunities to decompress, create social connections, and enhance overall wellbeing.

The specific needs identified were then collectively organized into five thematic clusters:

Legal orientation and housing: Participants require comprehensive knowledge of the legal system, including residence permit types and procedures, civil registration, and essential documents. Understanding housing procedures and rental contracts, tenant rights and obligations, as well as culturally appropriate communication in administrative contexts, was highlighted as essential. This cluster reflects the need to make informed and culturally sensitive decisions, act autonomously in daily life, and navigate administrative procedures while being aware of potential fraud.

Access to health care: Here the need is to understand the structure of the health system, necessary documentation to access it, patient rights. They expressed the need to manage everyday healthcare independently, including obtaining a health card, selecting a family doctor, booking appointments, managing prescriptions, and responding effectively to emergencies. Reducing anxiety when accessing healthcare and understanding patient rights and privacy requirements were also central to this cluster.

Economic autonomy and labour market: Participants emphasized the need to develop a clear understanding of the Italian labour market, including employment opportunities, types of contracts, rights and obligations, salaries, taxes, and social security contributions. Knowledge of self-employment procedures, business registration, VAT, and entrepreneurial opportunities was also considered critical. Strengthening these skills supports financial independence, responsible participation in the economy, and the ability to pursue personal and professional initiatives.

Language and local engagement: Improving Italian language skills beyond basic levels was seen as crucial for daily interactions, administrative procedures, healthcare access, and social participation. Refugees also highlighted the importance of familiarizing themselves with the local territory, public services, cultural sites, and social gatherings to increase confidence, build networks, and develop a sense of belonging. This cluster emphasizes communication, mobility, and active participation in community life.

Psychophysical wellbeing: Finally, participants highlighted the need for environments supporting emotional and physical wellbeing. This includes opportunities for stress management, gentle physical activity, and access to social support networks. Creating spaces for decompression, community interaction, and personal resource development was seen as essential to achieving emotional balance, fostering resilience, and supporting both individual and collective wellbeing.

Transnational desk research and RMA workshops integration

The findings from the transnational desk research and the two Reciprocal Maieutic Workshops carried out in Italy strongly converge, outlining a coherent and mutually reinforcing picture of refugees' needs. While the desk research highlights structural and systemic gaps – such as fragmented information channels, bureaucratic complexity, legal uncertainty beyond March 2026, obstacles in diploma recognition, uneven access to healthcare, and widespread underemployment – the workshops translate these macro-level challenges into lived, everyday experiences.

Participants in the workshops expressed a clear need for comprehensive legal orientation, particularly regarding residence permits, documentation requirements, associated rights and duties, and pathways beyond temporary protection. This directly reflects the regulatory ambiguity and long-term uncertainty identified in the desk research. Similarly, the need to understand housing procedures, rental contracts, and tenant rights resonates with documented barriers to accessing stable accommodation and navigating administrative requirements in a decentralized system.

Access to healthcare emerged in both strands of research as a critical area of concern. While the desk research points to formal entitlement to the National Health Service alongside practical barriers – such as delays in documentation, difficulties registering with a general practitioner, and limited linguistic mediation – the workshops emphasize the emotional dimension of these challenges, including anxiety, confusion, and lack of clarity about patient rights and procedures in emergency and routine care.

Economic autonomy and labour market integration constitute another strong point of alignment. The desk research identifies underemployment, deskilling, language barriers, and complex recognition procedures as key obstacles. In parallel, workshop participants highlighted the need to better understand the Italian labour market, types of contracts, taxation, self-employment regulations, and strategies to enhance employability. The expressed demand for advanced Italian language courses beyond basic levels further confirms the structural gap between formal access to language training and the actual linguistic competence required for meaningful professional integration.

The workshops also expand the analytical framework by emphasizing territorial orientation and local engagement. While the desk research underlines information fragmentation and the absence of centralized digital platforms, participants articulated a need to navigate not only services but also social and cultural spaces, in order to build networks and develop a sense of belonging. This dimension connects integration not merely to access, but to participation and community embeddedness.

Finally, both research components converge on the importance of psychosocial and physical wellbeing. The desk research documents elevated stress levels, trauma, and reliance on informal peer networks; the workshops translate this into a concrete need for accessible spaces for emotional support, stress management, social connection, and opportunities to decompress. This cluster underscores that integration is not solely administrative or economic, but also relational and effective.

Conclusions and recommendations

The integration of findings from the transnational desk research and the RMA workshops confirms that access to employment cannot be addressed in isolation. Meaningful participation in the host society is the result of interconnected dimensions that include legal clarity, administrative competence, economic autonomy, language proficiency, territorial orientation, and psycho-physical wellbeing. Employment emerges not as a standalone objective, but as one outcome within a broader ecosystem.

A central conclusion of this needs assessment is that living in the territory – building social networks, engaging in community activities, and participating in social, cultural,

and recreational life – is as important as understanding bureaucratic procedures and accessing employment opportunities. Navigating the administrative system and the labour market requires stability, confidence, and relational support. Social embeddedness and psychosocial wellbeing are therefore not secondary components, but structural conditions that enable sustainable integration pathways.

The findings also highlight the necessity of adopting a flexible and participant-centred approach in the implementation of the training programme. The target group presents diverse personal circumstances, including caregiving responsibilities and daily constraints that may limit regular attendance. Flexibility in scheduling, modular participation options, and practical arrangements – such as allowing participants to bring children when necessary – are essential to ensure accessibility and continuity. A rigid structure would risk excluding those who are already navigating complex personal and administrative situations.

Another key recommendation concerns the role of cultural mediation. The workshops clearly demonstrated the importance of having a cultural mediator to facilitate communication, ensure mutual understanding, and create a safe and inclusive environment for dialogue. Cultural mediation is not merely a linguistic support mechanism, but a bridge that enables trust-building, clarifies contextual nuances, and supports the expression of participants' lived experiences. Its presence should therefore be considered a structural component of the training programme.

Overall, the evidence suggests that the training programme should maintain a holistic structure based on the five identified thematic clusters, ensuring that legal orientation, healthcare access, economic autonomy, language development, territorial engagement, and psychosocial wellbeing are addressed in an integrated manner. Only by acknowledging the interdependence of these dimensions can the programme effectively respond to the real priorities of Ukrainian refugees and foster sustainable participation in the host society.

Annexes

Annex 1 – Good practices: Rehabilitation

Center for Stress and Trauma (RCT)

Name of best practice	MENTOINTEGRATION: Mentoring in the social and work integration of asylum seekers
Country	Croatia
Type: • Training program • Skill competence framework • Local public initiative • Other (please, specify)	skills improvement program
Year of implementation (from 2020)	September 4, 2018 - September 3, 2020.
Context (max. 2000 characters per section)	
<i>Needs addressed by the best practice</i>	With this project, we want to respond to the problem of the lack of adequate, systematic and individualized services aimed at encouraging social integration, increasing integration capacities and sustainable employment of asylum seekers and migrants. Therefore, the goal of the project is to improve the social

	integration of asylum seekers and migrants into the labor market by developing targeted skills improvement programs and a specific mentoring approach in order to encourage sustainable employment and reduce dependence on social benefits.
<i>Target involved: please, provide a short description of the target to which this best practice has been addressed.</i>	Two skills improvement programs have been developed for unemployed asylum seekers and migrants 36 unemployed asylum seekers and migrants improved their communication and sociocultural skills, with the aim of more successful integration into the community A program of individual mentoring of asylum seekers and migrants who are beneficiaries of the guaranteed minimum compensation was developed based on the principles of <i>Solution Focused Brief</i> counseling 24 experts from different sectors who work with asylum seekers and migrants improved their skills to provide individual mentoring services 50 asylum seekers and migrants beneficiaries of the guaranteed minimum benefit reduced their dependence on social benefits, by increasing opportunities for sustainable employment through an individualized mentoring approach.
<i>Main objective</i>	Improve the social and labor market integration of asylum seekers and migrants by developing targeted skills improvement programs and a specific mentoring approach with the aim of increasing sustainable employment and reducing dependence on social benefits.

Good Practice Description (max. 2000 characters per section)	
<i>Contents (please, specify the contents use in the best practice)</i>	Curricula have been developed for 2 programs to improve transversal skills: 1. communication and presentation skills in the Croatian language related to job searching, employment and communication in the workplace, 2. social and intercultural skills, including knowledge and understanding of social norms, customs, rights and duties in Croatian society. Group activities were carried out within two programs of strengthening and improving skills: 1. workshops on the Croatian language and language skills related to job search and communication in the workplace; 2. workshops on social and cultural skills, which directly contribute to improving social inclusion in the local community and a more successful and sustainable integration into the labor market of unemployed asylum seekers and migrants. Provision of a mentoring service, which is adapted to work with foreigners and uses a solution-oriented counseling approach, asylum seekers and migrants. Trainer training and development of education programs expert in the application of mentoring based on principles solution-oriented consulting for improvement methods of work of experts with ZMN users, especially asylum seekers.
<i>Features of Interest which can be used in the context of the project</i>	The project developed programs and materials that, with minor adjustments, can also be used by experts working with this population in other countries.

	- program, methodology and materials for training experts in various sectors to provide mentoring services to ZMN users with the aim of work activation and social inclusion, based on the principles of solution-focused counseling; - program for improving transversal skills: 1. communication and presentation skills in the Croatian language related to job searching, employment and communication in the workplace, 2. social and intercultural skills, including knowledge and understanding of social norms, customs, rights and duties.
Link	https://psychosocialinnovation.net/wp-content/uploads/2021/03/RCT_Croatia.pdf

Name of best practice	Active again
Country	Croatia
Type: • Training program • Skill competence framework • Local public initiative • Other (please, specify)	Psychosocial support and informal forms of learning
Year of implementation (from 2020)	February 2021 - January 2023
Context (max. 2000 characters per section)	

<i>Needs addressed by the best practice</i>	Creation of a training program aimed at acquiring new knowledge and skills adapted for this target group. Providing help and support in dealing with one's own and/or family life situation, planning and initiating positive change in an individualized way, in accordance with possibilities and needs.
<i>Target involved: please, provide a short description of the target to which this best practice has been addressed.</i>	The project is intended for beneficiaries of the guaranteed minimum cash benefit from the City of Zagreb. Due to various psychosocial difficulties, social assistance beneficiaries have difficulty coping with their own and/or family life situations. To change their life circumstances for the better, they lack the motivation, planning skills, communication and other soft skills, as well as the knowledge and skills necessary to find and keep a job.
<i>Main objective</i>	To motivate and activate eighty able-bodied and partially able-bodied beneficiaries of the guaranteed minimum cash benefit from the City of Zagreb and to train them to develop and improve work habits, strengthen personal competencies and social skills.
Good Practice Description (max. 2000 characters per section)	
<i>Contents (please, specify the contents use in the best practice)</i>	Individual counseling through psychosocial support and social mentoring activities, as well as group activities of IT training, financial literacy, and raising competences in accordance

	with the needs and opportunities in the labor market. Psychosocial support - the service was provided to forty beneficiaries through individual meetings for a total of 20 hours per beneficiary; Social mentoring - the service was provided to sixty beneficiaries for a total of 20 hours per beneficiary; User empowerment programs - through empowerment and psychosocial support workshops, the service was provided to eighty beneficiaries: workshops on informal learning forms as preparation of beneficiaries for the labor market (writing a resume, searching for job advertisements, learning to write job offers, job interviews, presenting to the employer); IT training workshops (using a computer within the Windows operating system, creating documents in Word, creating tables, inserting images, e-mail, searching the Internet) and financial literacy workshops (teaching about responsible use of income, paying off debts, main principles of savings).
<i>Features of Interest which can be used in the context of the project</i>	The project has created a customized support and assistance program tailored to the needs and capabilities of the target group of guaranteed minimum benefit beneficiaries. Instruments have also been developed for monitoring and self-assessment of positive changes in beneficiaries. The psychosocial support program is based on the Solution Focused approach and, with certain

	modifications, can also be used with other groups of beneficiaries.
Link	https://www.zagreb.hr/en/projekt-ponovno-aktivni/180367

Name of best practice	Solution Focused Support to Refugee Internship Program in IKEA
Country	Croatia
Type: • Training program • Skill competence framework • Local public initiative • Other (please, specify)	Psychosocial support program for the prevention of drop-out of participants from the internship program by increasing resistance to obstacles and frustration
Year of implementation (from 2020)	The psychosocial support project began on May 17th and lasted until August 31st, 2021.
Context (max. 2000 characters per section)	
<i>Needs addressed by the best practice</i>	The program responded to the lack of integration practices in Croatia, which largely respects the principle of integration as a two-way process of mutual adaptation of refugees and migrants, on the one hand, and local communities, on the other. A particularly significant component of the program was the participation of members of IKEA management and middle management in one part of the program, together with employees, which resulted in more careful and consistent implementation of anti-discrimination policies

	and practices as well as high standards of respect for the labor rights of refugees.
<i>Target involved: please, provide a short description of the target to which this best practice has been addressed.</i>	15 people with approved international protection in Croatia have been included in the paid internship program at IKEA Croatia.
<i>Main objective</i>	The overall objective of the psychosocial support project was to contribute to the work and social inclusion of refugees and the acquisition of planned knowledge, skills and attitudes during their internship at IKEA. Specifically, psychosocial support was to ensure: - prevention of drop-out of participants from the IKEA internship program, by increasing resilience to obstacles and frustrations; - increased/stable motivation for learning and skill acquisition by linking personal short-term and long-term goals with the goals and desired outcomes of the internship program; - development of mutual assistance and support during and after the internship by strengthening group cohesion.
Good Practice Description (max. 2000 characters per section)	
<i>Contents (please, specify the contents use in the best practice)</i>	In group and individual work, the principles and techniques of the Solution Focused Brief (SFBT) approach were used in counseling, psychotherapy, coaching and/or mentoring. In this way of working, users are encouraged to operationalize - describe in detail in terms of visible behavior and relationships with others, the desired outcomes of certain interventions

	and to continuously, from encounter to encounter, monitor and describe the presence of elements of that desired outcome in everyday life and work. This encourages users to actively look for and notice changes that are already happening, "what's there" instead of "what's not"; in addition, the questions are actively aimed at recognizing and valuing one's own contribution to the observed positive changes, and the contribution is connected to the strengths and competences that already exist. During the project implementation period, 8 support group meetings were held and 12 individual psychosocial counseling sessions, and regular consultative meetings and correspondence with the implementation team and IKEA store employees. Intercultural sensitivity and communication training was organized for IKEA workers who are directly responsible for/involved in supporting interns (their immediate supervisors, team members with whom they work daily).
<i>Features of Interest which can be used in the context of the project</i>	The experiences and the program of workshops developed through the project for supporting trainees can be used to provide support to persons with granted international protection who are starting a new job. Through the activities, participants will receive: support to overcome difficulties and obstacles during the traineeship; develop a sense of community and belonging; learn from others how they deal with challenges and about their work, exchange useful experiences to be more successful in their

	new job; be inspired by the achievements of others to grow in their aspirations and desired outcomes.
Link	Due to specific employer requirements, we did not publish news about the project implementation.

Annex 2 – Good practices: ACT Grupa

Name of best practice	Empowerment for Employment (Organisation: JRS - Jesuit Refugee Service)
Country	Croatia
Type: • Training program • Skill competence framework • Local public initiative • Other (please, specify)	Training program (webinar), Language course A1-B 1.2 (in live) Psychological Support for Refugees from Ukraine and the Middle East
Year of implementation (from 2020)	- Phase: 1 Mar 2023 - 31 Dec 2023 and - Phase: 2024-2025
Context (max. 2000 characters per section)	
<i>Needs addressed by the best practice</i>	Language skills, integration in to Croatian society, integration in the labor market

<i>Target involved: please, provide a short description of the target to which this best practice has been addressed.</i>	Language proficiency from level A1 to B1.2 level. Without sufficient skills in the host country's language, refugees often cannot find employment or secure well-paid jobs. Psychological support, because many refugees have experienced trauma. Workshops and webinars are included to help with mental health, coping strategies, and personal development. Retraining / skills development, giving participants the opportunity to acquire new skills through specialized training programmes (for example a beautician retraining programme) so that they can enter professions which require both theoretical knowledge and practical experience.
<i>Main objective</i>	
Good Practice Description (max. 2000 characters per section)	
<i>Contents (please, specify the contents use in the best practice)</i>	The main goal of the project was to support refugee employment by advocating for improvements to the existing system for their integration into the labour market, and by providing direct support to refugees to help them overcome the difficulties they face during that process. The project includes the following activities: 1. Croatian language courses for refugees 2. Psychosocial support + workshops / webinars Workshops offering psychological support for refugees from Ukraine and the Middle East. Webinars covering topics such as challenges in the new work environment, talent mapping, writing CVs, motivation letters, choosing a

	profession, and developing a “roadmap” for a career. 3. Retraining: A retraining programme at the People’s Open University Zagreb for refugee women from Ukraine and the Middle East, in the field of cosmetology. Duration: 450 hours, including theoretical teaching, practical lessons, and professional internship. 4. Advocacy, panels, and public events - Christmas lunch with refugees - Distribution of hygiene packages adapted for women, children, and men.
<i>Features of Interest which can be used in the context of the project</i>	
Link	https://home-affairs.ec.europa.eu/projects/croatia-empowerment-employment-project_en?utm_source=chatgpt.com

Name of best practice	The Refugee Empowerment & Integration Initiative (Organisation: SVOJA)
Country	Croatia
Type: • Training program • Skill competence framework • Local public initiative • Other (please, specify)	-A local initiative to support refugee integration into the Croatian labour market. -Conference “The Path to Employment and Entrepreneurship for Ukrainians in Croatia” -Workshops (CV-writing)

	- Croatian language course and English language course
Year of implementation (from 2020)	
Context (max. 2000 characters per section)	
<i>Needs addressed by the best practice</i>	Language skills, integration in to Croatian society, integration in the labour market
<i>Target involved: please, provide a short description of the target to which this best practice has been addressed.</i>	Ukrainian refugees of various age groups living in Croatia
<i>Main objective</i>	The project focuses on empowering and protecting vulnerable groups, enhancing their economic and social inclusion through organising Croatian and English language courses, creative workshops for all ages, psychosocial support (individual and group), CV-writing workshops, encouraging self-employment among displaced persons as well as providing support during that process. As part of these activities, NGO SVOJA organizes employment counselling, workshops for entrepreneurs, webinars, online training in financial literacy, management, and leadership.
Good Practice Description (max. 2000 characters per section)	
<i>Contents (please, specify the contents use in the best practice)</i>	
<i>Features of Interest which can be used in the context of the project</i>	- workshops for entrepreneurs, - language courses

Link	https://cnzd.org/the-refugee-empowerment-integration-initiative-reii/

Name of best practice	B-WISE (Blueprint for Sectoral Cooperation on Skills in Work Integration Social Enterprises) (Organisation: ACT Group)
Country	Croatia; The partners are from 13 European countries: Austria, Belgium, France, the Netherlands, Bulgaria, Latvia, Poland, Romania, Croatia, Greece, Italy, Slovenia and Spain.
Type: • Training program • Skill competence framework • Local public initiative • Other (please, specify)	Training program, skills competence framework, curricula
Year of implementation (from 2020)	2021-2024
Context (max. 2000 characters per section)	
<i>Needs addressed by the best practice</i>	
<i>Target involved: please, provide a short description of the target to which this best practice has been addressed.</i>	The B-WISE project targets the skills needs of workers with support needs, their supporters (such as their job coaches, trainers) and their managers. The project also promotes the attractiveness of the WISE sector as a career choice and raises awareness on the importance

	of the use of digital technologies to support workers -who are more at risk to be excluded from the labour market- in work placement.
<i>Main objective</i>	The B-WISE project identifies the skill gaps – mainly digital skills – currently experienced by the WISEs sector. It charts the skills that the sector needs in the future and develops a credible and sustainable plan to match demand (employees/employers) and supply (VET providers) of identified skills needs. The project updates the transnational vocational training curricula according to the new needs of the labour market and supports the exchange of good practices at national and regional level, fostering the development of a sustainable community that supports skills growth, innovation, and competitiveness in the sector. At the same time, it enhances the attractiveness of the WISEs sector as a career choice. To reach these goals and prepare WISEs to face future challenges, the project: • Develops a report that provides an overview of the WISEs sector across Europe and identifies the skills needs in the sector. • Designs three training curricula to meet the skills gaps of workers in integration, their supporters, and their managers. • Implements those curricula by testing them in 13 countries and validating them with certification authorities. • Develops a European Strategy to continue addressing the skills needed in the WISEs sector even after the end of the project. • Raises awareness to promote the WISEs sector as a career choice and highlights

	the importance of digital technologies to support people most at risk of being excluded from the labour market.
Good Practice Description (max. 2000 characters per section)	
<i>Contents (please, specify the contents use in the best practice)</i>	
<i>Features of Interest which can be used in the context of the project</i>	
Link	https://www.bwiseproject.eu/en/home

Annex 3 – Templates

Organisation	
Country	

1 – TRANSNATIONAL REPORT SUMMARY

Please briefly summarize the main findings relating your national context from the Transnational Report on Needs and Demands of Refugees Fleeing from Ukraine (Max. 2000 characters).

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2 – GOOD PRACTICES FOR EMPLOYABILITY

Please list 3 to 5 good practices that your organisation has implemented (or that you are familiar with) to support the employability of migrants and refugees, or other socially or economically vulnerable groups with similar needs (e.g. long-term unemployed, ethnic minorities). Please complete the following table for each practice.

Name of best practice	
Country	

Type: • Training program • Skill competence framework • Local public initiative • Other (please, specify)	
Year of implementation (from 2020)	
Context (max. 2000 characters per section)	
<i>Needs addressed by the best practice</i>	
<i>Target involved: please, provide a short description of the target to which this best practice has been addressed.</i>	
<i>Main objective</i>	
Good Practice Description (max. 2000 characters per section)	
<i>Contents (please, specify the contents use in the best practice)</i>	
<i>Features of Interest which can be used in the context of the project</i>	
Link	

Please copy and paste as many tables as you need

3 – RECOMMENDATIONS FOR THE PROJECT

Propose any ideas, methods, formats, or tools that your organisation would like to test or share within the framework of this project [Max 2000 characters].