

OSIJEK

Integrated Action Plan Draft

version: 12 Nov 2025



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1: Current situation and needs

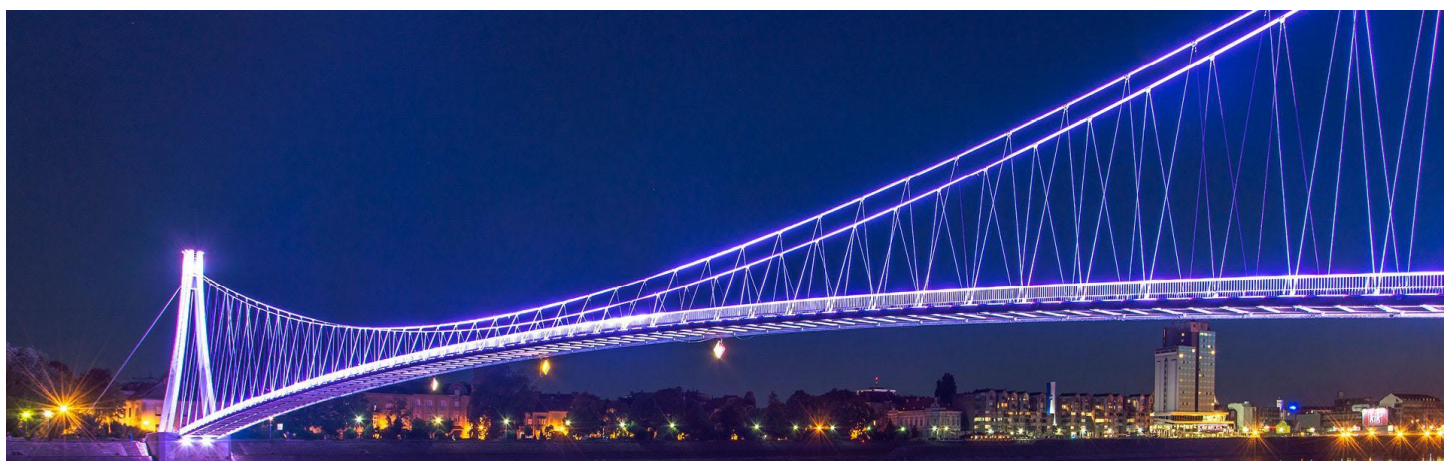
Osijek, the largest city in eastern Croatia, sits at the heart of the Slavonia region — a place shaped by deep history, fertile lands, and a resilient population. As Croatia continues to evolve within the European framework, Osijek stands out as a city of both quiet strength and unrealized potential. Its trajectory has been marked by challenges, particularly in the aftermath of the 1990s war, yet also by remarkable civic energy and local innovation. Today, Osijek represents a compelling case for integrated regional development, especially as Croatia addresses demographic trends and migration flows that have reshaped the country. With a population of around 100,000, Osijek is the administrative, cultural, and economic center of Slavonia and Osijek-Baranja County. The city is known for its Austro-Hungarian architecture, the baroque *Tvrđa* fortress, and its proximity to the Drava River. It is also a key educational hub, anchored by Josip Juraj Strossmayer University, and a growing center for technological innovation, exemplified by initiatives like “Osijek Software City.” However, Osijek’s development cannot be understood without acknowledging the lasting impact of the Homeland War (1991–1995). During the conflict, the city endured prolonged shelling, becoming one of the most heavily attacked urban centers that remained under Croatian control throughout the war. Civilian life was deeply affected: infrastructure was damaged, lives were lost, and thousands were displaced. The trauma of this period contributed to a wave of forced migration both during and after the conflict. While the city’s physical reconstruction progressed over time, post-war recovery has been slower in social and economic terms. Many residents who left never returned, and younger generations continue to leave in search of more secure futures abroad. These long-term effects have shaped both the demographic landscape and the city’s identity, leaving behind both scars and an enduring spirit of resilience.

Civil Society as a major asset

One of Osijek’s most significant post-war achievements is the vibrant civil society that emerged to fill institutional gaps and promote local recovery. NGOs, community groups, cultural associations, and youth organizations have become essential actors in addressing everything from social cohesion and environmental protection to mental health and migration awareness. These civil society networks played a particularly crucial role in the post-war period, when formal institutions were overstretched. They supported reintegration, trauma recovery, and reconciliation efforts, and today continue to contribute to social innovation, civic education, and inclusion of vulnerable populations. Notably, many initiatives are now supported by EU funding, further integrating Osijek into broader European values and policy frameworks. Civil society in Osijek has also helped retain a degree of optimism and creativity in the face of demographic decline. Local actors run projects on youth entrepreneurship, volunteerism, interethnic dialogue, and urban renewal, often demonstrating more agility and foresight than centralized planning mechanisms allow. At the national level, Osijek is often highlighted as a symbol of both recovery and unrealized opportunity. While there is recognition of Slavonia’s development needs — and of Osijek’s potential to anchor regional renewal — national policy remains marked by ambiguity and a lack of consistent long-term planning.

Strengthening local capacity to overcome demographic and governance challenges

Despite government promises of targeted investment and demographic renewal, implementation often remains uneven. Urban and regional policies are underdeveloped, and many decision-making processes remain highly centralized, limiting the capacity of cities like Osijek to lead their own recovery and innovation efforts. Strategies often overlook the city's specific context — a city that is not simply “less developed,” but post-conflict, depopulating, and yet full of untapped civic capacity. In this sense, Osijek is not only a site of need but also of opportunity. The city's ability to attract EU projects, foster cross-border cooperation, and retain strong civic networks suggests a readiness to take on a more active role in shaping its future, if given the tools and autonomy to do so. Migration has defined much of Osijek's recent history. From wartime displacement to post-war economic migration, thousands have left the region over the past three decades. The causes are layered: economic stagnation, perceived lack of opportunity, the shadow of past trauma, and weak national incentives for return or retention. Still, Osijek offers many of the foundations needed to reverse these trends: a livable city, strong social networks, an educated population, cultural richness, and physical infrastructure. What is needed now is a national and European framework that genuinely supports cities like Osijek, not only with funding but with autonomy, flexibility, and strategic vision. The push toward greater decentralization, currently under national debate, presents an opening. If Croatia can shift toward a more place-sensitive, locally empowered model of governance, cities like Osijek will not only be able to retain their residents — they could also begin to attract returnees and newcomers, transforming migration from a challenge into a development tool. Osijek is more than a regional city; it is a symbol of survival, community, and potential. Its wartime legacy is not forgotten, but neither is it defining. Through the strength of its civil society, the dedication of its people, and its strategic position within both Croatia and the European Union, Osijek is ready to take the next step — from recovery to renewal. To fully realize that future, Osijek must be seen not as a peripheral city in need of saving, but as an active partner in shaping Croatia's demographic and developmental destiny. The city has proven it can lead. The question is whether the national policy environment will support it in doing so.



Migration: from an emigration and transit to an arrival destination

The migratory reality in Osijek is twofold. On the one hand, the city has suffered significant outmigration since the Croatian War of Independence (1991–1995), when prolonged shelling and destruction forced thousands to flee. Many of those displaced never returned. Later, Croatia's accession to the European Union in 2013 opened new pathways for economic migration, particularly for young people seeking work in Germany, Ireland, and Austria. Combined with a low birth rate, this has led to accelerated demographic decline in Osijek. On the other hand, Osijek is gradually becoming a destination — albeit on a smaller scale — for foreign workers, asylum seekers, refugees, and returnees. Newcomers from Nepal, India, and the Philippines now work in Osijek's construction, agriculture, and hospitality sectors. Namely, from 2020 to 2024, more than 400 thousand work permits were issued to foreign workers, but according to official records, there are only 80,000 of them in Croatia today. At the same time, over 145,000 work permits have been issued by September 2024 alone. There are numerous indications that the number of foreign workers in Croatia is significantly higher than the official indicator. Although there are a few initiatives in our area, the exact number of newcomers is unknown. Refugees from Ukraine have arrived through state resettlement or humanitarian corridors. Under the EU's Temporary Protection Directive, Ukrainians fleeing the war have been granted legal residence, access to healthcare, education, and employment across the EU — rights that Croatia has extended to those who have settled in Osijek. There are approximately 400 Ukrainian refugees and 2000 to 2500 foreign workers. Our local authority wants to ensure humane, comprehensive support for newcomers, respecting the principles of welcoming, just, and dignified approaches to immigration. The European Charter for the Safeguarding of Human Rights in the City defines the city as a collective good for all of its inhabitants, and citizenship of the city as independent of nationality or status. Having been signed by more than 350 cities, the Charter strives to guarantee access to work, education, healthcare, and housing for all, support for vulnerable groups, and protection against discrimination. Everyone deserves a chance to build a good life, regardless of where they were born or when or how they migrated. When people make the difficult choice to leave their homes, they are seeking safety, opportunities, and a chance to contribute to a new country. The concept of integrating migrants into society is undoubtedly multidimensional and needs cooperation among local authorities, government agencies, NGOs, etc., that will fulfill WELDI's universal objective “to safeguard human rights and to guarantee a right to the city for all residents, regardless of their nationality or residence status”. Since newcomers' rights are jeopardized in specific ways: through a precarious residence status, unfamiliarity with the new environment, discrimination, and exploitation, or a lack of language skills, we aim to welcome them and familiarize them with the environment, and more importantly, listen to their individual stories and answer their individual needs. The main objective is to provide support in one place, in one centralized location, a one-stop counseling service by enabling essential communication, orientation, and navigation within their new life environments to achieve “social transformation by changing the power dynamics that cause certain groups to face exclusion, discrimination, invisibilisation and inequality”.

Claiming an active role in migrant reception and integration

This dual nature — a city of both departure and arrival — places Osijek in a unique position within Croatia's broader migration landscape. Osijek's capacity to respond to these demographic and social changes has largely rested on the strength of its civil society. Organizations such as the Volunteer Centre Osijek, Centre for Peace, Nonviolence and Human Rights, and the Red Cross Osijek have decades of experience assisting vulnerable groups. Their work ranges from supporting war veterans and displaced persons in the 1990s to today's integration of asylum seekers, migrants, and people under temporary protection.

These organizations, often supported by EU-funded projects, play a crucial role in:

- Providing Croatian language courses
- Facilitating legal and psychosocial support
- Running anti-discrimination workshops
- Helping migrant families access education and healthcare

Their work reflects the principles of the EU Action Plan on Integration and Inclusion (2021–2027), which emphasizes local action, equal access to services, and active participation of migrants in community life. Moreover, Osijek's civil society aligns closely with the Human Rights-Based Approach (HRBA) to migration, recognizing migrants and refugees as rights-holders with dignity, agency, and the right to participate in shaping their communities. This is also reflected in the values of the Welcoming and Inclusive Cities and Towns for All (WELDI) initiative, which, although not formally adopted in Osijek, provides a useful framework for city-led integration based on inclusion, dialogue, and equity. At the European level, the EU Pact on Migration and Asylum calls for a more comprehensive, balanced approach to migration governance — one that combines effective border control with a commitment to integration and solidarity. For cities like Osijek, this means more responsibility, but also more opportunity: to act not just as service providers, but as co-creators of integration strategies tailored to their local context. While Croatia has adopted parts of this framework, particularly in the implementation of temporary protection for Ukrainians, local governments often lack clear mandates and resources for long-term integration planning. In Osijek, for example, while there are successful grassroots initiatives, the city still lacks a formal local integration strategy, with defined goals, dedicated staff, or long-term budget commitments. This gap is critical: without a proactive, strategic approach, integration efforts risk remaining ad hoc and overly dependent on civil society and EU funding cycles. Yet, the foundations for success are already present. Osijek has public institutions with capacity, schools that welcome refugee children, and a growing recognition that migration — if managed inclusively — can help reverse demographic decline, fill labor market gaps, and contribute to cultural and social renewal. Migration, when framed through a rights-based and development-oriented lens, presents a unique opportunity for Osijek. While past decades have been marked by population loss, the arrival of newcomers offers the chance to rebuild the city's social fabric, bring diversity into public life, and foster cross-cultural collaboration.

For this to happen, the city will need to take concrete steps, such as:

- Developing a Local Integration Strategy with migrant participation
- Training municipal staff on human rights and intercultural competence
- Partnering with employers to ensure fair labor practices for foreign workers
- Supporting inclusive urban policies in housing, education, and healthcare

Integration must also be seen not just as a policy obligation, but as a tool for urban resilience. In a city still shaped by war memory and economic hardship, welcoming newcomers is also about building a more open, connected, and future-ready Osijek.

Migration is part of Osijek's past and will shape its future. The city has already shown resilience in the face of war, economic transition, and demographic change. Now, with the right investment in inclusive policy and rights-based practice, Osijek can serve as a model for smaller cities navigating migration in the 21st century. With support from EU frameworks like the Action Plan on Integration, the EU Pact on Migration, and global human rights norms, Osijek has the tools it needs. The challenge — and the opportunity — lies in coordinating these frameworks with local leadership, sustained civil society engagement, and a vision that sees migration not as a problem to be managed, but as a chance to renew the city from within.

2. Overall intervention logic and integrated approach

Our overall vision for change

As migration increasingly shapes the demographic and cultural landscape of Osijek, the city faces a choice: to respond reactively to change, or to lead it with intention and vision. The opportunity lies in turning challenges — such as depopulation, labor shortages, and social fragmentation — into drivers of inclusion, innovation, and renewal.

Our vision is for Osijek to become a truly inclusive, rights-based, and future-ready city — one where migrants, refugees, returnees, and locals together co-create a shared urban future. Osijek should not only accommodate newcomers but also welcome them as active citizens, contributors, and neighbors.

To make this vision a reality, Osijek must build accessible, coordinated, and human-centered systems that enable smooth integration, protect human rights, and foster belonging by informing newcomers, providing language provision, working on education and sensitization of stakeholders and the public about the integration of migrants and displaced persons, etc.

At the heart of this vision is the establishment of a One-Stop Shop (OSS) for migrant support and integration — a centralized, accessible, and multilingual hub that streamlines services and empowers newcomers from day one. Through a one-stop counseling service, newcomers in the area will be informed and referred to specific services that are sensitized and ready for specific cases by acknowledging individual situations at ULG meetings. This kind of impact on stakeholders and services will make future migrations easier to carry out and sensitize the public by knowing more about migrants and their rights.

SWOT Analysis

Strengths	Weaknesses
<ul style="list-style-type: none"> • Strong collaboration between city administration and civil society organizations. • Experience in refugee reception (2015, post-2022). • Existing NGOs and community centers supporting migrants. • Established Local Stakeholders' Group (ULG) structures for coordination. • Availability of subsidized language courses for legally employed migrants. • Public willingness in certain sectors to support integration. • Safe, welcoming urban environment with community-friendly spaces. 	<ul style="list-style-type: none"> • Limited capacity of municipal staff and NGOs to handle large numbers of newcomers. • Fragmented or inconsistent information on migrants' rights and services. • Language barriers reducing access to services. • Social isolation of migrants due to limited informal networks. • Limited resources for structured cultural and social inclusion activities. • Few opportunities for migrants to practice language in everyday situations. • Insufficient multilingual public communication channels. • Lack of national leadership and an updated migration/integration strategy.
Opportunities	Threats
<ul style="list-style-type: none"> • Growing interest from civil society and volunteers in supporting migrants. • Technology for language learning (apps, online courses) that can be leveraged. • Social media and digital platforms to raise awareness and share migrant stories. • Potential for cultural exchange events to foster integration and community cohesion. • Collaboration opportunities with regional/national authorities and EU-funded integration programs. • Increased public attention to migrants' rights post-2022 refugee arrivals. 	<ul style="list-style-type: none"> • Risk of discrimination, xenophobia, or negative public sentiment. • Legal and bureaucratic challenges for migrants (residence permits, employment, healthcare). • Limited funding and resources for sustained integration initiatives. • Language and cultural differences leading to misunderstandings. • Dependence on short-term projects without long-term sustainability. • Potential political changes reducing support for integration programs.

Strategic objectives

1. Provide better information to newcomers and legal assistance
 - a. social rights: to acquaint migrants and displaced persons with rights from the social welfare system and available social services

- b. access to health care: to acquaint migrants and displaced persons with their rights from the health care system and available health services, and facilitate access to the health care system
 - c. access to education: to familiarize migrants and displaced persons with the method of inclusion in the educational system at all levels, to enable access to education and training for persons
 - d. access to adequate housing: introduce migrants and displaced persons to models of affordable housing, opportunities created for them by the community, or models if they want to find housing on their own
 - e. access to decent work: acquaint people with their rights from the employment system and empower them to enter the labor market, enable them to access the labor market, and cooperate with employers
2. Organized learning of the Croatian language
 3. Strengthening local capacities and cooperation within the local stakeholder group
 4. Work on education and sensitization of stakeholders and the public about the integration of migrants and displaced persons

Areas of intervention

The One Stop Shop acts as a cross-cutting hub, linking all areas together in terms of creating a central access and coordination point.

Local Stakeholder Engagement / Governance

- Strengthen coordination and capacities of local authorities, NGOs, and community stakeholders.
- Examples: ULG consolidation, regular meetings, joint planning, staff training on migrant rights.

Rights Awareness / Empowerment

- Ensure migrants and the general public are informed about rights, access to services, and anti-discrimination measures.
- Examples: Public communication (websites, posters), awareness campaigns, outreach about services, and language courses.

Cultural Awareness & Social Inclusion

- Promote intercultural understanding, social cohesion, and community engagement.

- Examples: Videos and podcasts sharing migrant stories, multicultural fairs, workshops, story circles, game days, music & dance sessions, community walks/picnics.

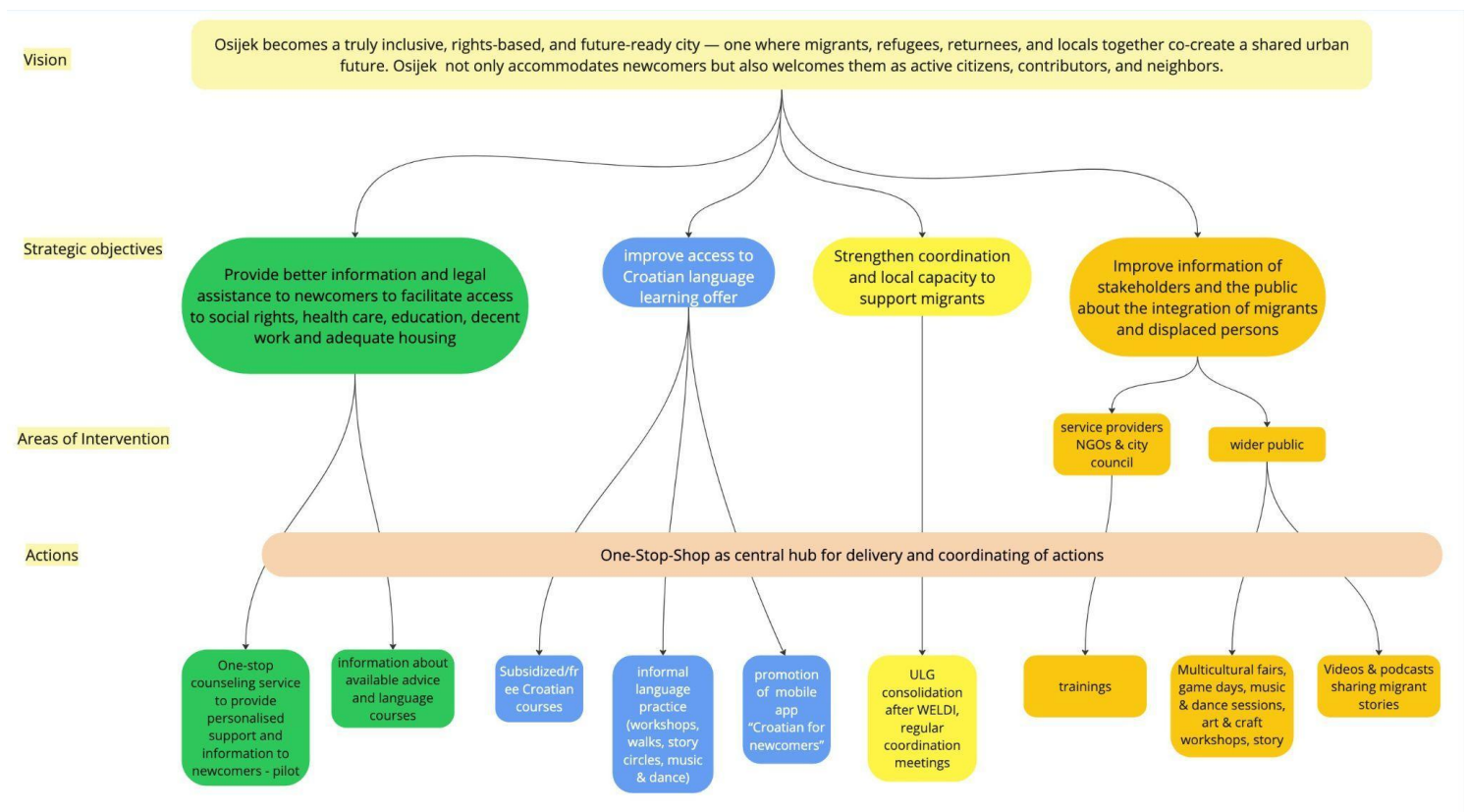
Language Learning & Informal Learning

- Enhance migrants' communication skills through formal and informal opportunities.
- Examples: Subsidized/free Croatian courses, informal language practice during workshops and social activities, mobile app "Croatian for newcomers."

Centralized Service & Support (One Stop Shop)

- Provide a single hub where migrants can access legal, social, educational, health, employment, and cultural integration services.
- language courses, cultural programs, referrals, information, and outreach.

Intervention logic integration



Integration Check

The IAP's core actions—staff training, communication on migrants' rights, multicultural fairs, and the One Stop Shop pilot—leverage Osijek's integration potential across vertical, horizontal, and territorial dimensions. They strengthen institutional capacity and interdepartmental coordination, engage multiple policy sectors including social services, housing, employment, education, and digitalisation, and embed cross-cutting goals such as gender equality, digital inclusion, and social cohesion. The actions reach both the Osijek metropolitan area and surrounding municipalities, fostering connections between long-term residents and migrant communities. Civil society, NGOs, educational institutions, employers, and volunteers are actively involved, with co-creation ensuring shared ownership. Together, the actions combine capacity-building, community engagement, and service delivery, forming a balanced approach to sustainable migrant inclusion, while national-level coordination and long-term sustainability remain areas for further strengthening.

Overview of Actions

Area of Intervention	Actions & Intended Result	Lead / Partners / Timeline
Local Stakeholder Engagement Governance	ULG consolidation: info exchange, meetings / Municipality staff training on migrant rights	Project team / Municipality Local authorities, NGOs

Result: Strengthened governance; today - on going
improved staff knowledge and skills

Rights Awareness Empowerment	Public communication (websites, posters)- Awareness campaigns on discrimination, legal challenges, and access to services	Project team / Communications officer NGOs, community centers, migrant associations
	Outreach about language courses	
	Result: Increased awareness; improved access to services	today - ongoing
Cultural Awareness & Social Inclusion	Videos & podcasts sharing migrant stories	Project team / Cultural coordinator
	Multicultural fairs, game days, music & dance sessions, art & craft workshops, story circles- Community walks/picnics	Local cultural associations, volunteers
	Result: Greater intercultural understanding; reduced isolation; increased social connections	today - ongoing
Language Learning & Informal Learning	Formal Croatian courses (subsidized/free)	Education coordinator / Language teacher
	Informal learning via workshops, walks, story circles, music & dance	Language schools, volunteers, app
	Mobile app for situational language learning	developers
	Result: Improved language skills; enhanced integration & employability	today - ongoing

3. Activity planning

In this section we develop in more detail key migrant integration actions in Osijek, that are closest to implementation. For each action, it describes what will be done and why, specifies expected results, identifies measurable indicators of success, highlights potential risks, assigns responsibilities and partners, lists necessary resources, sets timelines, and breaks down the step-by-step implementation process. Essentially, it translates strategic objectives into concrete, actionable steps, showing how the city will operationalize migrant inclusion, monitor progress, and ensure sustainability, while coordinating stakeholders and managing potential challenges.

Action 1	Staff Training – Increase Staff Sensitivity & Capacity
Description	Enhance municipality staff awareness and understanding of migrant needs, improve collaboration between municipal institutions and NGOs, and strengthen institutional capacity in delivering inclusive services.
Expected results	<ul style="list-style-type: none"> • Staff demonstrate improved sensitivity and awareness of migrant needs. • Better cooperation between NGOs and municipal institutions. • Institutional capacity strengthened for inclusive service delivery.
Indicators	<ul style="list-style-type: none"> • Number of staff trained • Number of training sessions held • Improved knowledge and skills • Observable change in staff behaviour (communication, empathy, cultural understanding) • Inclusion of sensitivity & inclusion topics in onboarding or annual HR plans
Risks / threats	<ul style="list-style-type: none"> • Low staff participation • Limited time or resources for training • Insufficient budget for trainers • Resistance to sensitivity training
Responsible organisation	City of Osijek
Partners	<ul style="list-style-type: none"> • Project manager (coordination) • NGOs (content input and participation)

	<ul style="list-style-type: none"> • Municipal staff (attendance and feedback)
Resources	<ul style="list-style-type: none"> • Training venue and equipment (projector, materials) • Facilitators/Trainers (internal staff or external experts) • Printed/online training materials • Budget for facilitators/trainers, refreshments, and logistics
Timing	January to September 2026 for setup; ongoing quarterly refresher
Steps	<ol style="list-style-type: none"> 1. Needs Assessment (January to April 2026): <ol style="list-style-type: none"> a. Conduct surveys of municipal staff and NGOs to identify knowledge gaps and training priorities. b. Map current experience exchange practices and existing frameworks. 2. Develop Training Program (March to June 2026): <ol style="list-style-type: none"> a. Design training modules including topics: cultural sensitivity, migrant rights, communication skills, and NGO collaboration. b. Prepare materials: slides, manuals, case studies, and role-play scenarios. 3. Pilot Training (June 2026): <ol style="list-style-type: none"> a. Conduct an initial session with a small group of municipal staff and NGO representatives. b. Gather feedback to refine content and delivery methods. 4. Full Roll-Out (September 2026): <ol style="list-style-type: none"> a. Organize sessions for all relevant staff. b. Ensure at least one mixed session with both municipal staff and NGO personnel to facilitate an exchange of experiences. 5. Follow-Up & Continuous Learning (Ongoing): <ol style="list-style-type: none"> a. Conduct quarterly refresher sessions. b. Establish an online platform for the continuous exchange of resources and best practices. c. Track participation and post-training assessments.

Action 2	Communication on Migrants' Rights
Description	Raise public awareness of migrant rights and contributions, reduce xenophobia, and foster an inclusive community.
Expected results	<ul style="list-style-type: none"> • Public informed - less prone to believe in disinformation/propaganda • reduced discrimination, • migrants feel recognized.
Indicators	<ul style="list-style-type: none"> • Number of communication activities implemented (campaigns, events, info days) • Level of participation in awareness events / info sessions • Migrants who report improved understanding of their rights • Number of institutions involved in communication • Number of positive media mentions / stories promoting migrants' rights and inclusion • Establishment of a continuous information mechanism (e.g. One Stop Shop, online portal etc.)
Risks / threats	<ul style="list-style-type: none"> • Messages not understood or culturally adapted • Lack of trust in official institutions • Fragmented communication among stakeholders • Insufficient funds for translation, design, or outreach • Negative public reaction or media distortion
Responsible organisation	City of Osijek
Partners	<ul style="list-style-type: none"> • Stakeholders, • NGOs, • media outlets.
Resources	<ul style="list-style-type: none"> • Graphic designer, • video production, • printing costs, • digital communication tools • fees
Timing	January 2026 - ongoing; updates quarterly.

Steps	<ol style="list-style-type: none"> 1. Content Development (January to April 2026): Create posters, announcements, videos, and testimonials highlighting migrants' rights and contributions. 2. Distribution & Visibility (March 2026 - Ongoing): Publish materials on websites, social media, municipal offices, community centers, and schools. 3. Media Engagement (March 2026 – Ongoing): Work with local media to feature stories on migrant inclusion and successes. 4. Feedback & Adaptation (Quarterly): Collect public feedback; adjust messaging and formats. 5. Monitoring Impact (Ongoing): Track engagement metrics, community surveys, and perception changes.
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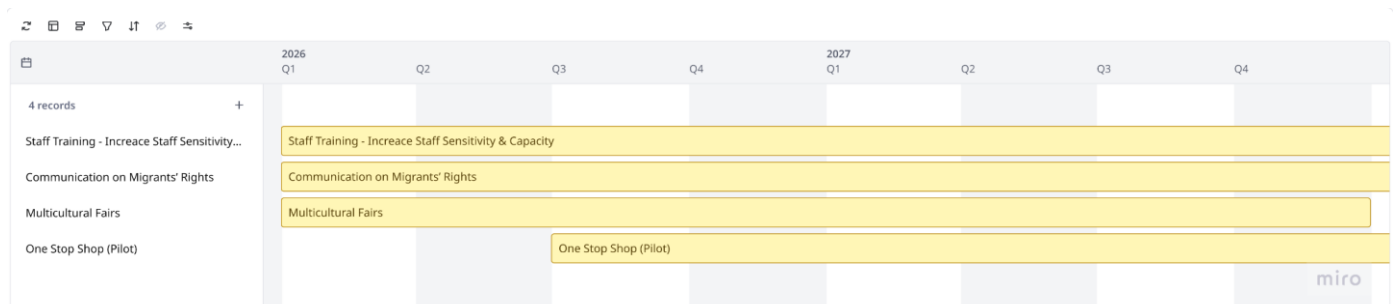
Action 3	Multicultural Fairs
Description	Promote social inclusion, intercultural understanding, and engagement between the local community and migrants.
Expected results	<ul style="list-style-type: none"> ● Increased interaction, ● intercultural understanding, ● migrants feel welcome.
Indicators	<ul style="list-style-type: none"> ● Number of participants attending the fair ● Diversity of participants ● Number of local organisations, schools, and NGOs actively involved ● Active involvement of migrants in planning and implementation ● Positive feedback from participants ● Number of new partnerships or collaborations formed between local institutions and migrant groups. ● Media coverage ● Increase in public awareness or positive perceptions of cultural diversity ● Number of follow-up initiatives (e.g. cultural workshops, joint community projects) resulting from the fair.

Risks / threats	<ul style="list-style-type: none"> • Limited community interest or weak promotion could result in poor attendance, reducing the fair's impact. • Without proper framing, some presentations might unintentionally reinforce stereotypes or cause cultural sensitivity issues. • Certain groups may misinterpret the event as exclusionary or politically motivated, leading to public criticism or media backlash. • Inadequate planning, poor coordination between partners, or lack of clear roles may affect event quality and safety. • If migrants are not genuinely included in design and implementation, the event risks becoming symbolic rather than participatory. • Budget cuts or lack of sponsorship could reduce the scale or quality of the fair.
Responsible organisation	City of Osijek
Partners	<ul style="list-style-type: none"> • Stakeholders
Resources	<ul style="list-style-type: none"> • Venue, • promotional materials, • equipment for performances, • volunteers • budget for refreshments, logistics
Timing	Through 2025 and ongoing, quarterly
Steps	<ol style="list-style-type: none"> 1. Continue the NGO's good practice by planning events (ongoing): Schedule fair dates; identify participants and cultural groups. 2. Resource Mobilization (Ongoing): Secure venue, tables, exhibition materials, and performers. 3. Coordination with NGOs (quarterly): Ensure all stakeholders participate. 4. Execution: Host quarterly fairs showcasing food, crafts, music, and traditions. 5. Follow-Up: Gather feedback from participants and attendees; record lessons for improvement.

Action 4	One Stop Shop (Pilot)
Description	Provide centralized support for migrants, offering counseling, legal advice, education guidance, language support, and social integration services.
Expected results	<ul style="list-style-type: none"> • Easier access to services, • reduced fragmentation, • improved integration.
Indicators	<ul style="list-style-type: none"> • Around 200 migrants and local residents reach OSS services during the pilot phase • Increased efficiency in administrative procedures • Formal cooperation agreements signed between key local institutions • Regular coordination meetings held • Evidence of improved interdepartmental communication and shared case management procedures. • Staff trained in intercultural communication and integration procedures • Public awareness campaign implemented, reaching at least 5,000 people through local and digital channels. • Operational model and lessons learned documented and shared for replication in other municipalities. • Commitment from local or national authorities to continue or expand the OSS after the pilot phase.
Risks / threats	<ul style="list-style-type: none"> • Weak cooperation between national, regional, and local institutions can slow implementation and create overlapping responsibilities. • Without formal endorsement or long-term commitment from local and national authorities, the OSS may lack authority and sustainability. • Limited financial or staffing capacity can reduce service quality, hours of operation, and long-term viability after the pilot phase. • Migrants and local residents may be unaware of the OSS or unsure how to access its services, resulting in low usage. • Inadequate multilingual support can hinder effective service delivery and create frustration among users. • Lack of clear procedures for data management between institutions may slow case handling and create compliance risks. • Some departments or staff may be reluctant to adopt new workflows, integrated systems, or intercultural approaches. • Reliance on EU or donor funding without a sustainability plan risks closure after the pilot ends.

	<ul style="list-style-type: none"> ● If migrants perceive the OSS as bureaucratic or unwelcoming, they may avoid using its services, limiting its impact.
Responsible organisation	City of Osijek
Partners	<ul style="list-style-type: none"> ● Project team, ● Municipality, ● NGOs.
Resources	<ul style="list-style-type: none"> ● Venue, ● staff, ● printed materials, ● IT support, ● budget for pilot operations
Timing	September 2026 - ongoing; monthly evaluation
Steps	<ol style="list-style-type: none"> 1. Design Services (March 2026): Define services offered; identify partner NGOs and municipal units. 2. Staffing & Training (September 2026): Recruit coordinators; train staff on service delivery. 3. Set Up Hub (November 2026): Prepare physical space, signage, and information materials. 4. Pilot Launch (November 2026 - ongoing): Start services; collect user feedback. 5. Evaluation & Scale-Up (January 2027 - quarterly): Assess key performance indicators, address gaps, and refine procedures for permanent operation.

Activity timeline



4. Implementation Framework

The implementation framework provides a realistic and structured plan for establishing a One-Stop-Shop for Migrants in Osijek, building on existing local partnerships and experience from humanitarian and integration support activities.

The approach emphasizes coordination, accessibility, gradual scaling, and sustainability, ensuring that the service becomes a permanent, institutionalized part of Osijek's local governance system for social inclusion and integration.

The City of Osijek will formalize the ULG into a permanent cross-sectoral stakeholder group, ensuring long-term governance and co-creation capacity beyond the project's lifetime. This body will evolve from the existing Urban Local Group (ULG); Government Office for Human Rights and the Rights of National Minorities, Osijek-Baranja County, City of Osijek, Ombudsperson, Ombudsperson for Children, Social Welfare Centre, Croatian Employment Service, Public Open University Osijek, University of J.J. Strossmayer in Osijek, Faculty of Law – Social Work Study, Ministry of the Interior, Osijek-Baranja Police Department, Prevention Section, Directorate of Civil Protection, Regional Office Osijek, County Development Agency of Osijek-Baranja, Croatian Red Cross, City Society of Osijek, Centre for Missing and Unaccompanied Children Osijek, Dkolektiv, Breza, Centre for Peace, Non-Violence and Human Rights, Proni and Slap, ensuring continuity of expertise and cooperation. The new stakeholder platform will include representatives from the municipality, educational and cultural institutions, NGOs, and local businesses. Regular quarterly meetings will monitor progress, ensure alignment with city strategies (e.g., Smart City Osijek and Local Development Strategy 2030), and support transparent decision-making.

Stakeholder cooperation will remain central throughout the implementation phase. The One-Stop-Shop model depends on multi-agency collaboration between local authorities, NGOs, and service providers. Engagement mechanisms will include:

- Quarterly coordination meetings hosted by the City of Osijek,
- Operational sub-groups focusing on legal advice, social support, education, and labour market access,
- Annual stakeholder forums to review progress and adapt the service model.

Community representatives and migrants will be involved through regular feedback sessions and user surveys to ensure that services remain accessible and relevant.

Monitoring will be aligned with the objectives of the IAP and based on measurable indicators. The City will maintain a simple reporting framework to track both service delivery and policy outcomes.

Key indicators may include:

- Number of migrants receiving information or services through the OSS,
- Average waiting time for assistance,
- Number of partner institutions involved in service delivery,
- User satisfaction rates,

- The share of migrants referred to further services (education, employment, housing).

Quarterly monitoring reports will be prepared by the coordinating department and discussed within the Steering Group. Annual summaries will be presented to the City Council and shared with all partners.

Implementation will require a combination of municipal resources and external funding. Expected cost items include:

- Staff for coordination and front-desk service,
- Communication materials and translation,
- IT equipment and service infrastructure,
- Training and capacity-building for staff.

Funding sources may include:

- City of Osijek budget (for coordination and premises),
- EU funds under ESF+ (integration and social inclusion measures),
- National programmes supporting social inclusion,
- NGO grants and international donors (e.g. UNHCR, IOM).

The main risks relate to long-term sustainability and coordination between municipal and NGO partners. Mitigation strategies focus on early planning, clear communication, and phased delivery.

R: Insufficient funding for sustainability

M: Early identification of co-financing sources; develop phased implementation plan.

R: Limited stakeholder coordination

M: Regular meetings and clear definition of partner roles and responsibilities.

R: Low awareness among migrant population

M: Outreach through NGOs, local media, and community networks.

R: Administrative delays in setting up services

M: Pilot implementation using existing facilities and staff while preparing long-term structure.