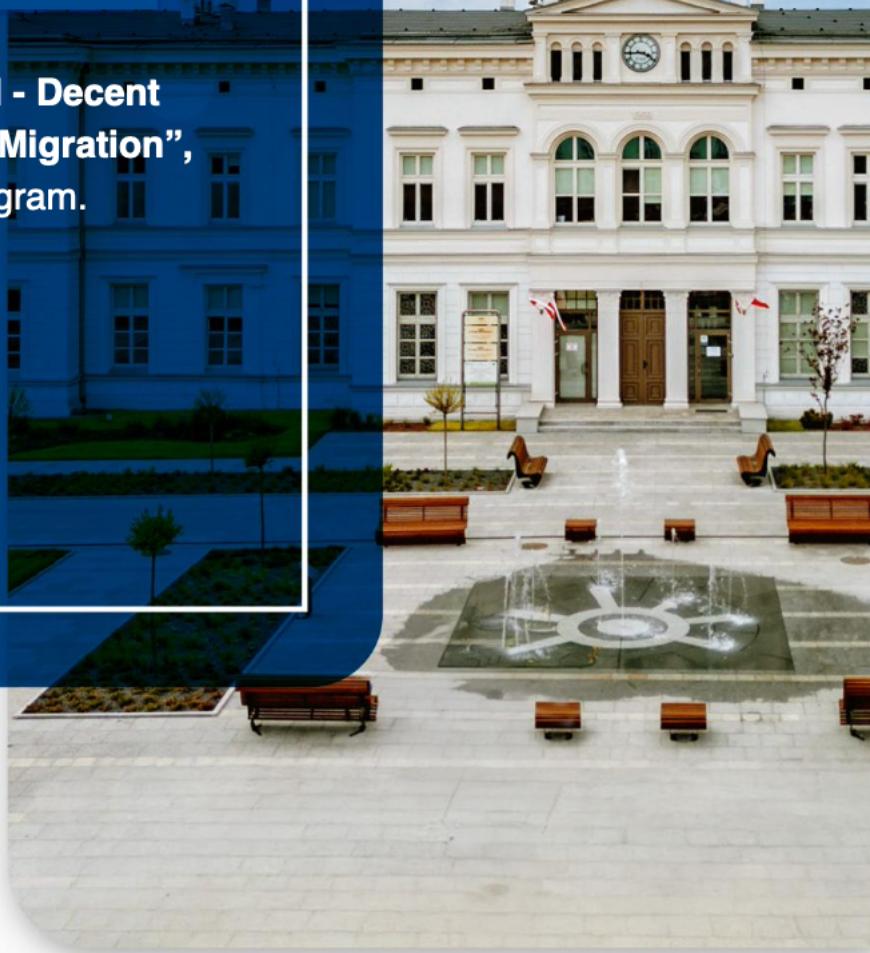




Integrated Action Plan for Sosnowiec Municipality

prepared as part of the project “**WELDI - Decent and Good Conditions for New Local Migration**”, co-financed by the EU URBACT IV program.

Sosnowiec, November 7, 2025



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Our city has always been a mosaic of nationalities and cultures. Over a hundred years ago, Catholics, Protestants, Orthodox Christians, and Jews coexisted here, and this diversity was a driving force behind the city's development. Today, in an era of globalization and mobility, Sosnowiec remains a place open to diverse cultures, people, and their experiences. The slogan "Sosnowiec Connects" is not just an empty slogan—it expresses our willingness to integrate and cooperate.

Arkadiusz Chęciński
The mayor of the city



Chapter 1.

Current situation and needs

“WELDI – Decent and Good Conditions for New Local Migration” is a project implemented in 2023-2025 and co-financed by **the EU Programme**

URBACT IV international cooperation project of European cities:

- ÿ Utrecht (Netherlands) – project leader
- ÿ Timisoara (Romania)
- ÿ Cluj-Napoca (Romania)
- ÿ Osijek (Croatia)
- ÿ Lampedusa (Italy) ÿ Liège (Belgium)
- ÿ Sosnowiec (Poland)
- ÿ Fundao (Portugal) ÿ Albacete (Spain)
- ÿ Seine – Saint –Denis district (France)



Through the exchange of experiences and best practices, as well as mutual inspiration during numerous online meetings and study visits, they undertake activities aimed at improving the quality of local solutions addressed to migrants and refugees. The partners focus on how **local authorities can support the reception and integration of migrants**.

This is done to ensure respect for their human rights and dignity. This applies to all migrants, regardless of their country of origin or other distinguishing characteristics (e.g., race, religion, gender). Particular emphasis is placed on **newly arrived migrants**, as they constitute the group most at risk of unequal and discriminatory treatment. This group of migrants comprises the largest number of people with irregular legal status, unfamiliar with the realities of their new surroundings and the local language. Focusing on migration, the partners analyze the local situation, understand their strengths and weaknesses, identify threats and greatest challenges, and create effective solutions that bring tangible benefits to both newcomers and the host society. They create favorable conditions for bringing migrants closer to local residents and take action to combat anti-immigration prejudices, stereotypes, fears, and hostility.



The ambitious goal set by the project partners, including the Sosnowiec Commune, seems at odds with what we are currently observing in most European countries and the United States. Anti-immigration parties are gaining support everywhere; at EU borders, including Poland's eastern border, there are acts of violence against migrants and dangerous behavior by those attempting to cross illegally, and the common European asylum and migration policy is not being implemented satisfactorily due to internal EU divisions and conflicting interests. Meanwhile, the number of people arriving in Europe is increasing, and growing political instability and economic inequality, along with the increasingly painful effects of climate change, will undoubtedly contribute to even stronger migratory movements towards Europe, and thus towards Poland.

Building the capacity for a well-organized and dignified reception of migrants and refugees, for their rapid and effective integration into the local community, **should become a priority** for cities. Adopting an attitude that denies the existence of the problem and ignores the needs of newcomers brings only negative consequences for local governments. It intensifies social tensions, creates a climate for the development of racism and xenophobia, and hinders urban development in almost every aspect. Sosnowiec must also face this challenge and undertake effective, **systemic measures** that will allow migrants living in our city to integrate.

with the local community and create strong foundations for the city's development. Multiculturalism is not a new phenomenon in Sosnowiec. It is thanks to it that the city gained strength in the past; it is the ethnic, cultural and religious diversity that built its uniqueness. Drawing on these traditions and taking advantage of the current situation, it is necessary

develop and implement local solutions that will ensure that migration is not a burden and threat to the city, but an opportunity to stop negative trends that may result in economic degradation and social structure of Sosnowiec. The need to change the structure of local society is particularly visible in the area of employment. Despite the entry of refugees from Ukraine and economic migrants from Asia and Africa into the Sosnowiec labor market, the unemployment rate remains consistently low, and the average salary is on the rise, which indicates a high demand for new employees from local employers. Taking into account the forecasts regarding the aging of Sosnowiec's population and its progressive depopulation, along with the constant economic growth of the country and region, it can be assumed that

The shortage of labour will be an increasingly significant factor that may hinder the development of the city and worsen the quality of life of its inhabitants.

The current situation in Sosnowiec

Sosnowiec's participation in the "WELDI" project created an opportunity to conduct **a thorough analysis of local needs, challenges, and actions taken in the city regarding migration**.

Until the outbreak of the armed conflict in Ukraine in 2022, this issue was not a focus of the



attention of decision-makers and residents. However, the sudden influx of a huge number of refugees from Ukraine changed the local and national situation overnight. Thousands of people arriving in the city necessitated taking immediate remedial actions, including establishing a network of local partners, creating synergies between stakeholders who had not previously cooperated with each other, and full mobilization of human, material, financial and organizational resources.

The city successfully dealt with the crisis situation, but the problem was how to use it experience, skills and partnerships gained to **create long-term, strategic solutions** that increase the Municipality's capacity to act equally effectively



in the event of further similar events and to develop effective solutions enabling new and old residents of Sosnowiec to coexist peacefully in the changed urban reality.

Apart from a significant group of several thousand refugees from Ukraine (mainly women with children), an increasingly larger population foreigners in Sosnowiec are made up of economic immigrants

Migrants, mainly from Asia and Latin America, and to a lesser extent from Africa, are employed in local enterprises. Therefore, local actions need to be modified to guarantee all these people adequate access to universal human rights, decent living and working conditions, access to the labor market, health care, the right to education and housing, while simultaneously developing everyday relationships between them and the residents of Sosnowiec, thus avoiding the creation of social tensions. The perception of the situation in which migrants living in Sosnowiec are a crisis and temporary phenomenon should be changed, and this should be recognized as the new norm. Only then will the city be able to develop sustainably, fully utilize its potential, and avoid threats resulting from, among others, rapid depopulation, a decreasing pool of native workers, or a decreasing demand for services. Sosnowiec, once known as a city of many cultures, and today as a city that connects, implementing effective local

migration policy has a chance to show the real, practical dimension of these slogans.



ULG**(Local Urban Group in Sosnowiec).**

In accordance with the rules for the implementation of projects co-financed by the EU URBACT IV Programme, after the Sosnowiec Commune joined the "WELDI" project, an Urban Local Group (ULG) was established in our city, i.e. a local network stakeholders who work together on the analysis urban problems and creating and implementing solutions tailored to the specific challenges emerging in their community.

The group's first meeting in mid-2023 was met with skepticism about the project and its assumptions. The invited stakeholders did not have a long history of cooperation, and their relationship to date had been fragmented and incidental.

So far, they have operated in crisis mode, responding to the challenges arising after the outbreak of the war in Ukraine in an ad hoc manner.

Over time, the personnel changed. Stakeholders who were not interested in finding common solutions decided not to cooperate. Increasing activity

Representatives of the education and culture sectors began to demonstrate a greater willingness to engage in dialogue and exchange experiences. and designing local activities.

Currently, the group, though smaller than at the beginning, meets regularly and functions effectively and with great commitment. Collaboration between its members is based on mutual trust, complementary competences, and a shared understanding of the project's goals. A synergy has developed that supports continued joint activities.

also after the formal completion of the project.

RELIEF IN SOSNOWIEC. STRUCTURE.

Joanna Grabarczyk
RELIEF COORDINATOR
IN SOSNOWIEC



Municipal Office Faculty

- Department of Culture and City Promotion
- Department of Social Policy
- Department of Education
- Department of Health
- Department of Civil Affairs



Edyta Wykurz
PROJECT COORDINATOR
WELDI IN SOSNOWIEC



SOCIAL SECTOR

- Power of Support Association
- Adra Foundation



INSTITUTIONAL PARTNERS

- Municipal Social Welfare Center
- Municipal Police Headquarters
- Border Guard
- District Labor Office



CULTURE AND EDUCATION UNITS

- Primary School No. 22
- Primary School No. 10
- Humanitas University
- Schoen Palace Museum in Sosnowiec
- Sielecki Castle
- Zagłębie Mediatheque



EXPERTS

- Professor Zbigniew Widera
University of Economics in Katowice
- Dr. Wiktor Widera
University of Silesia in Katowice





MAIN GOALS OF THE SOSNOWIEC RELIEF:

01

DIAGNOSIS OF LOCAL PROBLEMS

- ÿ collecting data on the needs of migrants, ÿ identifying integration barriers (language, education, work, housing, access to services),
- ÿ mapping available activities and existing gaps in the support offer.

02

EXCHANGE OF EXPERIENCE AND KNOWLEDGE BETWEEN STAKEHOLDERS; CREATING AN EFFECTIVE NETWORK COOPERATION AND SYNERGY EFFECT

- ÿ creating lasting cooperation channels,
- ÿ combining the activities of the City Hall, local and regional stakeholders into an effective system,
- ÿ involving migrants in the decision-making and action planning process.

03

DEVELOPMENT OF A LOCAL PLAN

INTEGRATED ACTION

PLAN – IAP), I.E. DOCUMENT CONTAINING IDEAS

AND RECOMMENDATIONS FOR IMPROVEMENT
SITUATION IN THE AREA OF EFFECTIVE
MIGRATION MANAGEMENT IN SOSNOWIEC

04

IMPLEMENTATION OF SOLUTIONS DEVELOPED WITHIN THE PROJECT

- ÿ preparation of operating assumptions
One-Stop-Shop and search for sources
its financing,
- ÿ educational activities (scenario packages for
youth and adults),
- ÿ intercultural training for officials and public services,
- ÿ integration activities – connecting migrants with
local residents.

05

MONITORING AND EVALUATION OF ACTIVITIES – ASSESSMENT OF THE EFFECTIVENESS OF TESTED SOLUTIONS.



EXPECTED RESULTS

- ÿ creating a local strategy for the
integration of residents;
- ÿ implementation of new, comprehensive
local solutions;
- ÿ better access for migrants to
public services;
- ÿ greater social acceptance
and intercultural understanding;
- ÿ increasing the participation of migrants in the
social and economic life of the city.



KEY FEATURES RELIEF OPERATIONS IN SOSNOWIEC:

- ÿ **participation** – taking into account various
perspectives and voices;
- ÿ **flexibility** – changing the structure with
subsequent stages of the project;
- ÿ **practicality** – focus on actions and creating
real solutions;
- ÿ **sensitivity to the voice of the local community**.

SWOT ANALYSIS FOR THE CITY OF SOSNOWIEC



Strengths

experience gained during the refugee crisis in 2022
ability to obtain external funds for social projects
good understanding of the current situation of migrants from Ukraine (surveys, constant monitoring)
low unemployment/demand for low-skilled workers (logistics, trade, production)

preparation and implementation of an effective local integration strategy
migrants

presence of foreign students at Sosnowiec universities
creating a One Stop Shop
migrants as an opportunity to reverse negative demographic trends (depopulation, aging society)
great integration potential of migrants from Ukraine and Eastern Europe
employing migrants in local companies - filling the gap in the labor market

Weaknesses

poor cooperation between local stakeholders (working in silos)
poor recognition of migration from outside Ukraine
low qualifications for working with migrants
limited financial resources for local activities
lack of local non-governmental organizations dealing with migration issues

strong anti-immigration sentiment in society
intensification of migration pressure on eastern border (hybrid war, new wave of refugees from Ukraine) and neighboring activities on internal borders of the EU
tightening of national migration policy and political narrative
crisis of the EU integration process
the city's financial situation

Chances

Threats



Main challenges related to migration.



strong prejudices, stereotypes and fear of migration among a significant part of society fuelled by a populist political narrative at the national level



poor understanding of the scale and characteristics of local migration (who are the migrants from outside Ukraine?)



low awareness of the importance of building an effective urban system for managing local migration



insufficient level of integration of foreigners who decided to remain in Sosnowiec (functioning within their own national groups)



operating in "crisis mode" as a method of working with migrants/ poor effectiveness of tools and methods of working with migrants and residents



lack of appropriate competences of people working with migrants



Insufficient access of migrants to services and information can lead to human rights violations

Linking the Integrated Action Plan for Sosnowiec Commune with existing documents strategic and local legal acts.

“Sosnowiec Declaration of Equality and Respect for Diversity”.

On February 8, 2023, the City Council in Sosnowiec adopted a resolution in which the Municipality confirmed its commitment to protecting human dignity and strengthening the values of the European Union: freedom, equality, diversity

and tolerance, which constitute the basis for the sustainable and inclusive development of the city.

The Sosnowiec City Council condemns all forms of discrimination based on sex, race, nationality, ethnic origin, religion, disability, age, sexual orientation, gender identity or other individual human characteristics.

The City Council in Sosnowiec is committed to respecting human rights in all its activities and taking all measures to counteract discrimination and violence, including raising public awareness and changing attitudes through the promotion of good practices, educational activities and appropriate legal regulations.

The Sosnowiec City Council appeals to other public authorities to respect the universal rights and values contained in, among others, the Constitution of the Republic of Poland, the Universal Declaration of Human Rights, the European Convention on Human Rights, and the Charter of Fundamental Rights of the European Union.

SZCZUCUNG
PONAD
WSZYSTK&

Sosnowiec łączy



DEVELOPMENT STRATEGY OF THE CITY OF SOSNOWIEC 2030+.

The need for change, clearly articulated by members of the Sosnowiec WELDI team and local stakeholders collaborating with the team (representatives of other departments of the City Hall, municipal entities dealing with housing, social welfare, and culture; the police, the Border Guard, and non-governmental organizations), is reflected in the new development strategy for the city of Sosnowiec for 2030+, currently being developed. The draft document recognizes, for example, the potential of international migration as a phenomenon that could improve the labor market situation in the event of labor shortages and thus counteract the likely collapse of the local labor market.

The city's vision, as outlined in the draft Development Strategy, defines Sosnowiec as a city that unites its residents by creating a livable space, drawing on tradition and local potential, and cooperating with all partners for the region's development. Strategic goals include ensuring a high quality and comfortable life in the city and improving the city's attractiveness for current and future residents.



DEVELOPMENT STRATEGY OF THE CITY OF SOSNOWIEC 2030+.

B1

OPERATIONAL GOAL B1



Creating an attractive offer for city residents.

B4

OPERATIONAL OBJECTIVE B4



A city open to seniors, fighting exclusion social.

B5

OPERATIONAL GOAL B5



A culture of access for everyone.



ensuring equal access to public services for all residents, regardless of on their nationality; counteracting discrimination



conducting activities inclusive of migrants and refugees to prevent conflicts social



strengthening the local community by organizing animation and activities for residents

The potential for international immigration to Sosnowiec was also identified in the SWOT analysis included in the Strategy. Among the greatest threats, it lists Sosnowiec's drastically declining population and the consequences this negative demographic trend has on the city's development, including declining demand for municipal and private sector services, declining tax revenues for the municipality, and a shrinking workforce. This, combined with a rapidly aging population, could have disastrous consequences for the local economy. A suitable municipal policy for utilizing the potential of migrants as new, valuable residents of Sosnowiec, could be a response to these challenges.

The development model adopted in the Strategy assumes the active inclusion of all social groups in development processes, while giving them the opportunity to benefit from the economic growth they have achieved.

Development Strategy of the Upper Silesian-Zagłębie Metropolis for 2022-2027.

Development Challenge 2: Negative demographic processes and trends.

The social aspect and an active approach to challenges Demographic changes are a key element of the GZM Development Strategy. The metropolis is an area affected by a long-term depopulation process, which involves three parallel problems: a low birth rate, a high death rate (resulting, among other things, from negative health effects caused by the poor condition of the environment), and a negative migration balance.

GZM sees migration as an opportunity to stabilize the demographic situation of the region, therefore, one of the most important development directions is to create favorable conditions for permanent settlement in its territory for people coming from other areas of Poland and abroad, especially highly qualified workers. The answer to this challenge may be

also effectively increasing the number of young people to study at numerous universities operating in the GZM area.

After the war in Ukraine began, approximately 300,000 refugees settled in the GZM area, mainly in cities. If some of these people decide to settle permanently in the region (the results of surveys conducted in Sosnowiec indicate that the vast majority of Ukrainians permanently settle in the region),

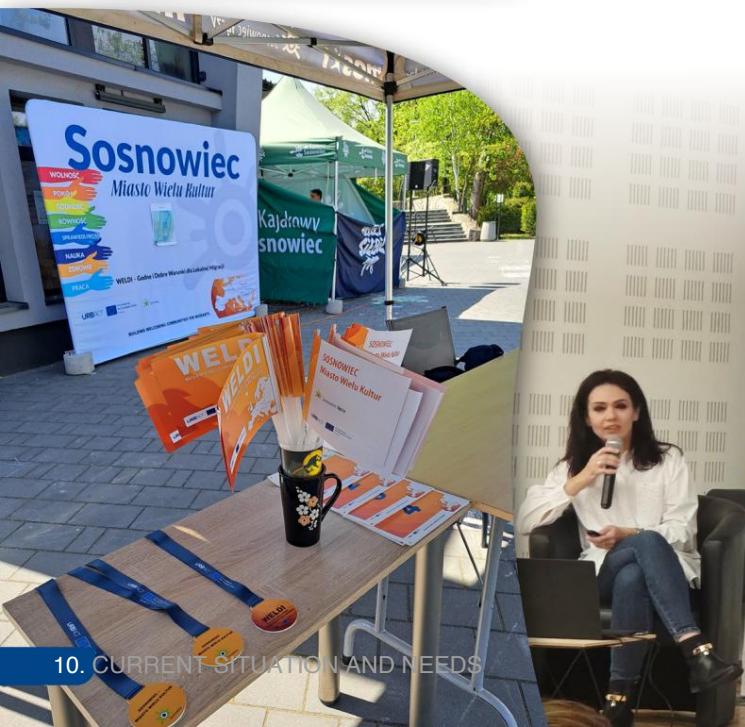
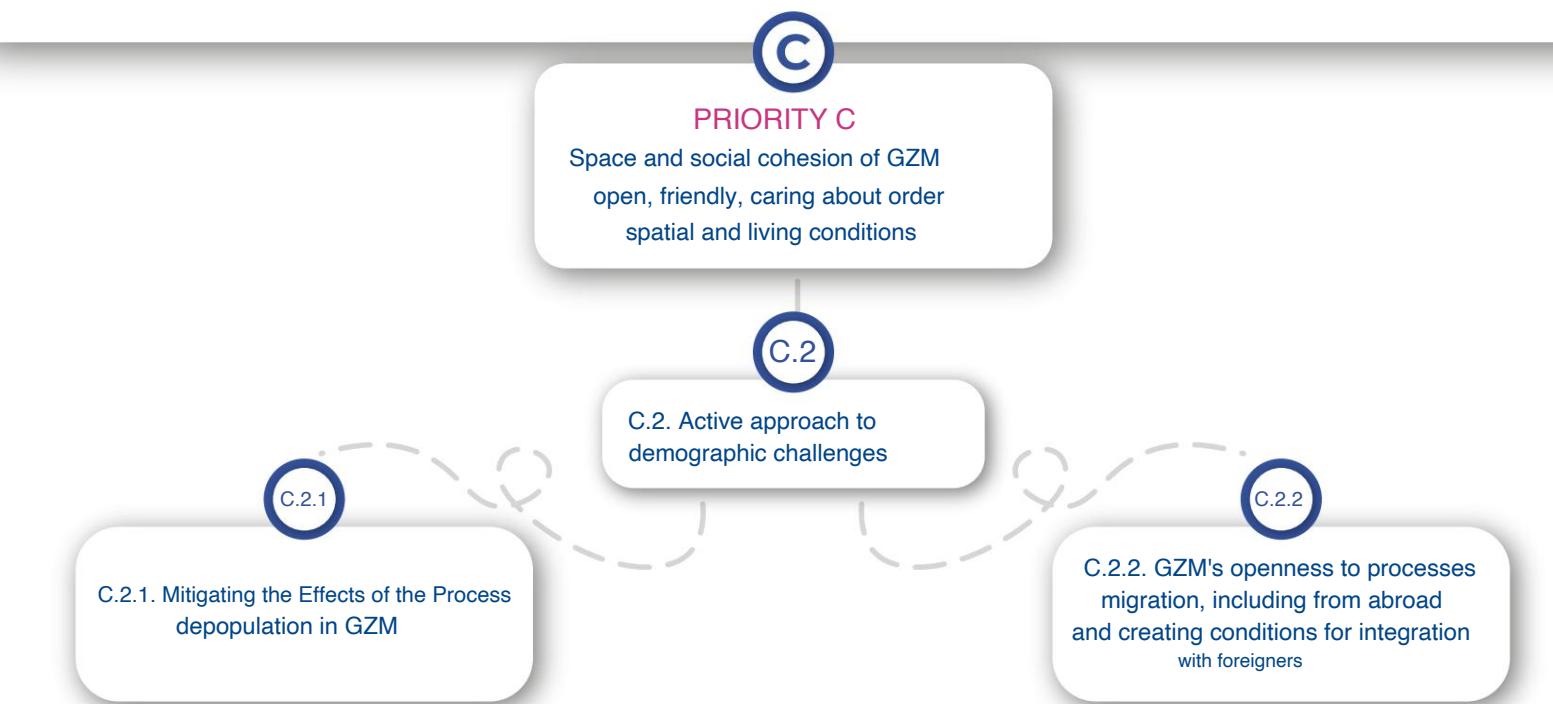
future with the city), this may at least partially weaken the deurbanization and depopulation trends. The attitudes of foreign students, who constitute an extraordinary

a valuable resource for the region. These are educated, enterprising, and usually well-integrated people. However, research conducted by the University of Silesia in Katowice (Faculty of Sociology) in 2022 showed that although only 13% of students want to return to their country of origin after completing their studies, only one in four of them wants to stay in the GZM area.

Migrants settling in the region, in the same study, indicated the greatest advantage of GZM as the ease of finding employment (80% of responses), good transport and communication infrastructure

and lower living costs compared to other regions of Poland. The region's advantages also included the multitude of organized cultural events and tourist attractiveness. Importantly, almost two-thirds of respondents felt that the residents were

positive attitude towards them and the vast majority of respondents would recommend their friends to come to work or study in the Silesian Voivodeship (78% of foreign workers and 80% of students).



Silesian Voivodeship Development Strategy "Silesia 2030". Green Silesia.

The Silesian Voivodeship Development Strategy after 2020, similarly to the strategic documents of the Upper Silesian-Zagłębie Metropolis, highlights depopulation as one of the region's key development challenges. At the same time, migration from Ukraine, Belarus, and non-EU countries is identified as a factor that could contribute to the region's socio-economic recovery, rather than as a potential threat.

The document contains an in-depth analysis of the region's current functioning and scenarios for its development in the coming years. As in the GZM Development Strategy, one of the greatest challenges currently facing cities in the Silesian Voivodeship is depopulation. The region's fertility rate is declining, while the percentage of local workers migrating to other regions in Poland and the EU for work is rising. This trend is further exacerbated by the rapid aging of the population.

At the same time, the region is witnessing a parallel immigration phenomenon, driven by the influx of workers from Eastern Europe (refugees from Ukraine, economic migrants from Belarus) and, increasingly, from non-EU countries. As in the Sosnowiec City Development Strategy and the GZM Development Strategy, the potential of immigrants as a development driver rather than a threat to the region's functioning is clearly identified in the SWOT analysis and in the operational objectives, which detail the strategic goals.

STRATEGIC GOAL B

The Silesian Voivodeship is a resident-friendly region



Operational goal:

B.1. High quality of social services, including health services.

Integration of immigrants through their inclusion in social and professional life and creating links within local communities.

"Regain control. Ensure safety.

A comprehensive and responsible migration strategy for Poland for 2025–2030.

The lack of national migration regulations posed a significant challenge for Polish cities and regions, which lacked an overarching strategy defining a vision for migration policy development. This issue was repeatedly raised by representatives of Polish local governments during discussions with the national government.

In response to these needs, Donald Tusk's government prepared a coherent document, adopted in October 2024, document setting out the tasks, goals and vision of the Polish migration strategy until 2030, which states, among other things, that:

As part of an integration strategy, it's worth striving for social cohesion by promoting shared values that unite diverse social groups. It's crucial to avoid creating parallel communities, which can lead to social erosion.



- ↳ the priority in the issue of migration is state security;
- ↳ foreigners filling gaps in shortage professions will be granted access to the labour market;
- ↳ the key to an effective migration policy is integration – the assumption of inclusion and integration of immigrants into Polish society, acceptance by foreigners of the norms and rules applicable in Polish society (establishment of 49 Foreigner Integration Centres – CIC).

The premise of Polish migration policy is to adapt legislation and migration management methods to current challenges. According to the document, transparent and safe immigration rules are to be in force in Poland. Given the high ethnic and cultural homogeneity of Polish society after 1945, migration policy must be an instrument that takes into account social sensitivities, is shaped in accordance with the expectations of Poles, and is socially accepted. Dialogue and understanding are essential in this area, as the costs of migration cannot be passed on to society, and entrepreneurs and higher education institutions operating in Poland must remain co-responsible for wisely shaping migration policies and trends.

At the city level, the implementation of the new national strategy should focus on implementing solutions that enable the fastest and fullest possible integration of migrants into the local community. The plan to establish a One Stop Shop, which will offer services such as Polish language classes, career counseling, and assistance with formalities, as well as organize integration activities of a cultural, educational, and recreational nature, directly addresses the priority tasks described in the strategy, benefiting migrants and the local community and supporting actions undertaken by other local governments and national authorities to facilitate adaptation to the new situation nationwide.

EU Action Plan for Integration and Social Inclusion

The EU Integration and Social Inclusion Action Plan 2021-2027, adopted in 2020, provides a common framework of rules, tools, and financing for all European Union Member States. The plan is based on the principles of non-discrimination and equal opportunities, as well as on the understanding of integration as a two-way process in which host societies should "create conditions for the full participation of immigrants in economic, social, cultural, and political life."

THE PLAN PROPOSES A SET OF ACTIONS IN FOUR PRIORITY AREAS.



IN THE AREA OF EDUCATION

sets goals for Member States and the European Commission, including increasing the competences of teaching staff in working in diverse classes, improving language learning opportunities and recognizing foreign qualifications



IN THE AREA OF EMPLOYMENT

The plan aims to improve migrants' access to high-quality vocational education, counteract discrimination in the workplace, mobilize employers, and support migrant entrepreneurship.



IN THE AREA OF HEALTH

Priorities include training for healthcare workers in managing diversity and recognizing the needs of vulnerable migrant groups, as well as facilitating migrants' access to general health services, including mental health care.



IN THE RESIDENTIAL AREA

The plan promotes innovative housing solutions, such as co-housing and initiatives supporting independent living, instead of collective forms of accommodation for asylum seekers.

The Action Plan also highlights the need for stronger participation of migrants in decision-making processes and supporting interactions between migrants and local communities – including through activities in the areas of art, culture, sport and social life in a broad sense.

Integrated Action Plan for the City of Sosnowiec – vision and goals.



Integrated Action Plan (IPP)

For the city of Sosnowiec, this is the result of the work of members of the Local Urban Group, who developed a document describing possible solutions that adequately address the current needs and problems related to migration. The plan includes a detailed description of activities, a timeframe for their implementation, a list of potential partners and other necessary resources, and expected results.

The overarching goal of the Integrated Action Plan (IAP) is to build on Sosnowiec's heritage as a multicultural city – open, tolerant, and providing equal opportunities to all residents. A city where newcomers know their rights, can integrate quickly, and fully utilize its potential.

This vision assumes that **Sosnowiec will become an inclusive city** where diversity is perceived as a value and a factor in social and economic development.

On the one hand, this means that **migrants learn the Polish language**, comply with **applicable regulations, norms and values**, and actively participate in **the social life of the local community** and build relationships based on **mutual respect**.

On the other hand, this requires **the host society** to adapt to the new migration reality – by **providing full, reliable and understandable information**, **support in learning the language and searching for a job**, as well as **educating residents about integration processes** and **counteracting manifestations of racism and xenophobia**.

Sosnowiec, which is rapidly becoming **an ethnically diverse city**, faces new challenges, but also opportunities stemming from its social diversity. Therefore, to realize this vision, **it is necessary to scale up and better coordinate integration efforts**, encompassing a broad spectrum of educational, social, and cultural initiatives. These efforts should support both **new residents and the host community**, strengthening a sense of community, security, and mutual understanding.

Rebuilding the **multicultural character of Sosnowiec**, which was lost years ago, is an opportunity for the city's development, stopping negative demographic trends and building a strong **social, economic, cultural and innovative potential**.



Operational objectives of the Integrated Action Plan for the City of Sosnowiec

- 01 Strengthening social cohesion and counteracting prejudice
- 02 Creation of a comprehensive support system for migrants
- 03 Increasing the competences of local institutions and organizations in the field of diversity management
- 04 Expanding migrants' access to city services and participation tools

Chapter 2.

Action logic and integrated approach



Chapter 3. Action Plan

Test activities



The creation of this action plan was preceded by the implementation of test activities in 2024, which allowed for a better understanding of the needs, problems and future plans of migrants living in Sosnowiec and for testing in practice the effectiveness of tools perceived by ULG members as having integration potential, connecting native Sosnowiec residents and migrants.

01

A survey was conducted on a group of over 500 migrants (mainly from Ukraine) about living conditions, access to services, most urgent needs and future prospects.

Surveys were distributed in Ukrainian and English through interviewers, teachers, and social workers, allowing for a more detailed understanding of the living conditions of this group. The most notable finding is that many respondents have stabilized their situation in terms of work, school, and housing, and 90% of respondents see their future in Sosnowiec. For those underemployed, the main reasons are practicality, lack of Polish language skills, and lack of recognition of diplomas. Although Ukrainians' basic needs seem largely met, data on social interactions show that daily life is still strongly segregated. For example, only 30% of respondents reported participating in local cultural, sports, or entertainment events. Lack of time, information, and Polish language courses, especially at a higher level, appear to be among the main constraints hindering Ukrainians from taking the next step in integration.

SUMMARY

570 foreigners living in Sosnowiec completed surveys prepared by officials. Most admitted that they see their future in Sosnowiec. At the same time, they are reluctant to participate in events organized by the city, which impacts the integration process.

More than half of them said they felt connected to the city through their work. Also important were the fact that their children attend schools in Sosnowiec, the city is well-connected to other cities, and they admitted that they "feel good in Sosnowiec."

When asked what they miss most, the obvious answers were related to separation from family and friends. Some respondents also admitted to feeling a lack of stability. Over 200 people expressed interest in establishing a migrant services center.

Only a quarter of respondents participate in cultural, sporting, or interest groups. The vast majority do not—either due to lack of time or information, with several responses citing lack of willingness, or lack of Polish language skills—a significant problem that requires resolution.

Respondents also reported difficulties finding employment commensurate with their qualifications and childcare. Some experienced unequal treatment both inside and outside the workplace. Fifty-four respondents still reside in the refugee center.



02

In 2025, a year-long series of events was organised (educational workshops and workshops raising awareness of cultural differences and human rights, recreational, sporting and cultural events, entertainment for children) aimed at migrants and other residents, giving them a platform to spend time together, get to know each other better, become accustomed to each other's presence and establish direct relationships.

The most popular event was the outdoor recreational event, open to all residents (without restrictions based on origin, gender, or age): the Nordic Walking run/march "Sosnowiec – City of Many Cultures." The event, which promoted the idea of resident integration and highlighted the city's rich, multicultural traditions, attracted 150 participants and a large audience. Among the least effective initiatives were the cultural offerings designed specifically for foreigners (e.g., tours of cultural institutions with foreign-language guides), which, despite intensive promotional efforts, failed to engage a broad audience. However, the low turnout allowed the organizers to redefine their perception of migrants' cultural needs. Further planned activities will be addressed to all residents; we plan to discontinue organizing events targeted at specific national groups.

Another round of test activities, titled "Sosnowiec – City of Many Cultures," was implemented in October and November 2025. Their format and theme were developed based on lessons learned from the first round of integration events, to further support the process of integrating migrants into the local community.

This time, the meetings were held in the form of practical workshops, including crafts, culinary classes, a women's beauty salon, and meetings with artists. All planned activities generated significant interest and achieved the projected attendance levels. Participant feedback following the events was very positive, and the observed level of friendly relations between migrants and Sosnowiec residents was satisfactory. These results confirm the effectiveness of integration activities based on direct contact, shared activities, and the exchange of cultural experiences.



03

A study visit was organized to the One Stop Shop in Bielsko-Bia  , during which members of the Sosnowiec ULG had the opportunity to visit the facility run by BB, which provides consulting, educational, integration, and other services for migrants. Meeting with MyBB staff and volunteers allowed participants to better understand the purpose and benefits of the planned establishment of the OSS in Sosnowiec.

04

Polish language instruction for three groups of migrants (at varying levels of difficulty) began in July 2025. The courses generated tremendous interest, prompting another series of free courses for migrants and refugees living in Sosnowiec (September–November 2025), which equip participants with language skills that facilitate employment and full, informed, and active participation in the city's social life.

PLANNED ACTIVITIES



CREATE A POINT
ONE STOP SHOP



INCREASING ACCESS
FOR INFORMATION



STRATEGY DEVELOPMENT
INTEGRATION OF MIGRANTS



DEVELOPMENT
COOPERATION NETWORKS



EVENT ORGANIZATION
INTEGRATION



SOCIAL CAMPAIGN



WORKSHOPS RAISING
RESIDENTS' AWARENESS

Below, we present our local action plan, which includes a detailed description of the tasks we plan to implement together in Sosnowiec. These actions address the problems and needs identified by the Municipal Migration Office and during tests conducted in 2024 and 2025. Their goal is to systematize and improve the services provided to migrants in the city, increase access to their guaranteed rights, enable faster integration, and prevent potential social conflicts that may arise from poorly implemented local migration policies.

The activities were planned to maximize synergies and utilize available human, financial, and material resources, allowing for the implementation of tasks in a rational and cost-effective manner. They are consistent with the current national migration policy and respond to the current needs and challenges facing the city of Sosnowiec.

The action plan is the result of the work of members of the Local Urban Group created for the implementation of the "WELDI" project, who together developed a set of tasks that can be implemented in the short term; urgent and necessary actions, considered to have the potential to effectively solve current problems.

INTEGRATED ACTION PLAN FOR THE CITY OF SOSNOWIEC. INTEGRATION ASSESSMENT.

Dimensions of integration:

INTEGRATING ZPD WITH OTHER STRATEGIES AND INTERINSTITUTIONAL COOPERATION

The Integrated Action Plan (IAP) for Sosnowiec is closely linked to the city's development strategy, the metropolitan strategy, and the regional strategy, as all documents not only pursue similar development and integration goals but also recognize the same challenges: depopulation, gaps in the labor market, and the need to strengthen local economic and social potential. The strategies also emphasize that migration can become a significant factor in the region's development, and that increasing social diversity fosters the competitiveness and innovation of the city and society as a whole. The national strategy also creates opportunities for synergy, as it highlights the need to strengthen integration support and provides additional resources for local governments.

Additionally, the Integrated Action Plan (ZPD) incorporates extensive collaboration with local institutions such as the Border Guard, the Police, the District Employment Office, and the Municipal Social Welfare Center. This collaboration enables the rapid and accurate identification of migrants' needs and the development of local, practical solutions tailored to their specific circumstances. This not only allows for the effective implementation of integration activities but also reduces the risk of conflict and security threats, a priority for the residents of Sosnowiec, while simultaneously addressing the challenges and needs described in the Integrated Action Plan.



HORIZONTAL INTEGRATION: CROSS-SECTORAL COOPERATION IN SOSNOWIEC

Implementing the WELDI project in Sosnowiec required the creation of a Local Urban Group (ULG). This group, in conjunction with the Project Team, developed a collaborative approach to migrant integration and increased the capacity of local stakeholders to effectively address the needs arising from the current migration situation in the city. Within the ULG, the Integrated Action Plan for Sosnowiec was jointly developed.

Key to achieving the Plan's goals is continued horizontal integration, i.e., cooperation between various departments and areas of municipal policy. Active participants in the project included the Departments of Education, Social Policy, Culture and City Promotion, Resident Registration, Health, Development and Entrepreneurship, and the Municipal Department of Housing Resources.

The involvement of these partners was possible thanks to regular ULG meetings, during which participants identified direct benefits resulting from networking, including:

- ÿ coordination of activities and elimination of duplication of tasks,
- ÿ saving human, financial and material resources in achieving goals,
- ÿ effective and fast flow of information,
- ÿ increasing competences through the exchange of experience and knowledge,
- ÿ mutual inspiration and joint development of innovative solutions.

This approach ensures consistency of integration activities and enables comprehensive support migrants and effectively responds to the challenges and needs of the local community.



HORIZONTAL INTEGRATION: COOPERATION WITH LOCAL STAKEHOLDERS, PLANNING AND IMPLEMENTATION

External partners also play a key role in implementing the Integrated Action Plan for Sosnowiec. These include non-governmental organizations such as the ADRA Foundation, which provide selected services and complementary activities, such as integration workshops, specialized language courses, career counseling, psychological support, and support for migrants' everyday needs. The Moc Wsparcia Association (Power of Support) offers assistance to children and their families in need due to traumatic refugee experiences. Research partners, such as the Humanitas University in Sosnowiec, serve as advisors, facilitating the planning of actions based on reliable data. Collaboration with these partners allows for better coordination of activities, sharing resources and knowledge, responding more quickly to migrants' needs, and ensuring the comprehensive implementation of the Integrated Action Plan's objectives.



HORIZONTAL INTEGRATION: RESIDENT INVOLVEMENT

All residents, both migrants and non-migrants, are actively involved in the process of planning and implementing integration activities. A survey conducted among migrants allowed us to precisely identify their greatest needs and expectations – including access to comprehensive information, language courses, and support for social and professional integration. The actions included in the Plan are a direct response to these requests. Test initiatives, such as thematic workshops, meetings aimed at specific groups (e.g., women), and cultural and integration activities, allowed us to determine which forms and content are desired by both migrants and native residents. A friendly and open atmosphere prevailed during these meetings, with participants demonstrating a willingness to meet new people and cultures, and positive feedback and comments were received from participants and observers (e.g., on social media).

Resident involvement allows for direct and immediate evaluation of implemented activities, and their comments are systematically incorporated into future planning. This approach fosters the creation of solutions that meet the needs of the local community, increases the effectiveness of integration activities, and strengthens residents' sense of shared responsibility for the integration process in Sosnowiec.



DEVELOPMENT OF A MIGRANT INTEGRATION STRATEGY

CREATION OF A CITY

DEVELOPMENT STRATEGY THAT TAKES INTO ACCOUNT THIRD-COUNTRY CITIZENS FOR THE CITY OF SOSNOWIEC.

Developed by specialists and social partners, based on guidelines and assumptions presented by the City Hall, the document will cover a full spectrum of issues and activities, taking into account the needs of the city, migrants, and the local community. The strategy will complement other city strategic and programmatic documents developed by the City Hall in Sosnowiec.

EXPECTED RESULTS

Defining a long-term vision for the city's development in terms of working with migrants and their effective integration, setting specific goals and development directions tailored to the current and city-specific challenges and needs, and identifying ways to achieve them. Ensuring sustainable development of the city in the social and economic spheres improves the quality of life for all residents and increases the efficiency and purposefulness of tangible and intangible costs incurred.

RISKS



Lack of funds to implement the activity.



Rejection of the document by the Sosnowiec City Council.

COUNTERACTING

Obtaining external funds in cooperation with experienced social partners.

Conducting effective information and awareness-raising activities among all residents (including decision-makers).



RESOURCES

Municipal Office staff, Municipal budget and/or external funding (e.g. FAMI Fund)

INDICATORS

Approved by the City Council strategy document in Sosnowiec

COORDINATION

City Coordinator for Migration in Sosnowiec

KEY PARTNERS

Cross-sectoral Team for Migration in Sosnowiec, non-governmental organizations (ADRA Foundation), representatives of the Center for Integration of Foreigners in Katowice, external experts/scientists



SCHEDULE OF ACTIONS

2026:

selection of an entity/consortium that will develop a strategy, signing a contract for the implementation of the task, commencement of work

2027+:

completion of work and acceptance of the document (in accordance with the work schedule included in the contract, established on the basis of an analysis of the time and resources necessary to prepare the document)



CREATING A ONE-STOP POINT SHOP (OSS) IN SOSNOWIEC

CREATION OF THE MUNICIPALITY INTEGRATION CENTER

MIGRANT, OFFERING COMPREHENSIVE SUPPORT IN ONE PLACE FOR MIGRANTS LIVING OR PLANNING TO LIVE IN SOSNOWIEC.

OSS will provide direct and individual integration support in the administrative, social, professional and psychological dimensions, conducted individually by integration assistants and specialists in specific fields (psychologists, career counsellors, Polish language teachers, etc.).



RESOURCES

Material: available resources of the Commune (rooms, equipment) at the disposal of cultural and educational units.

Financial: Municipal budget and external funds (national and EU).
Personnel: Municipal Office and NGO staff

INDICATORS

- ÿ 1 OSS formed in the city
- ÿ At least 1 local partner representing each of the sectors: education, employment, health, social care, culture/sport, NGO
- ÿ Satisfaction Survey showing the effectiveness of the activities carried out: conducted among OSS clients every 6 months.

EXPECTED RESULTS

- ÿ Increasing the integration potential of migrants.
- ÿ Providing access to up-to-date information, services and individual support.
- ÿ Monitoring the current migration situation in the city.
- ÿ Greater opportunities to adapt services to current needs.

RISKS

-  Lack of interest in co-work on running the OSS on the part of NGOs. Lack of financial resources for the implementation of the activity. Little interest in the offer among the target group. Protests from residents.

COUNTERACTING

Appointing a Migration Coordinator and an Intersectoral Migration Team to monitor OSS activities. Obtaining external funding in collaboration with experienced social partners. Promotional activities among the target group. Conducting effective information and awareness-raising activities among all residents.

COORDINATION

City Coordinator for Migration in Sosnowiec

KEY PARTNERS

Cross-sectoral Team for Migration in Sosnowiec, non-governmental organizations, representatives of the CIC in Katowice, local cultural, educational, sports and social welfare units, uniformed services.



SCHEDULE OF ACTIONS

2026:
launch of OSS activities in Sosnowiec



INCREASING ACCESS TO INFORMATION

INFORMATION GUIDE "SOSNO-WIEC - A CITY OF MANY CULTURES" AND OTHER MATERIALS IN SEVERAL LANGUAGE VERSIONS.

Preparation in several languages (including UKR, ENG, ESP) and making available in digital and printed versions (abridged editions, pocket versions) of materials containing current and important information for migrants (handling administrative matters, explanations of procedures, practical tips related to everyday functioning in the city, contact details, etc.). The materials will be available on the city website and in printed versions in institutions and other places visited by migrants in the city.

EXPECTED RESULTS

- Increasing migrants' access to reliable, up-to-date information about their rights, obligations, employment opportunities, education, pursuit of interests and ways of dealing with everyday matters.
- Systematizing the previously fragmented information available in various sources.

RISKS

- Low awareness of accessibility materials among the target group.
- Low quality information/no updates.

COUNTERACTING

- Promotional activities among the target group.
- Constant monitoring of content and updating of information.

COORDINATION

City Coordinator for Migration in Sosnowiec

KEY PARTNERS

Cross-sectoral Team for Migration in Sosnowiec

RESOURCES

Using the knowledge and information possessed by local people stakeholders. Promotion of materials through available communication tools with residents (local government and local partners).

INDICATORS

At least 1 update per quarter of the developed materials (including the guide "Sosnowiec - City of Many Cultures"). Distribution of the printed version of the guide in a circulation of 1,000 copies/year.

Number of downloads of materials from the website www.sosnowiec.pl (min. 200 regardless of the language version).



SCHEDULE OF ACTIONS

2026+:

updating the prepared framework for the WELDI project implementation and developing new materials in accordance with the currently diagnosed needs



DEVELOPING COOPERATION

APPOINTMENT OF A CROSS-SECTORAL TEAM FOR MIGRATION IN SOSNOWIEC AND THE MUNICIPAL COORDINATOR FOR MIGRATION.

Utilizing the cooperation network (ULG) established during the "WELDI" project and continuing activities after their funding from the URBACT IV Programme ends. Creating a platform for information exchange. Identifying current problems and risks. Rapid modification of activities and mutual inspiration. The Coordinator organizes periodic Team meetings in a format reminiscent of ULGC and ULG.



RESOURCES

ULG & ULGC

INDICATORS

✓ Maintaining the frequency of meetings (at least 1 per quarter)

✓ At least 1 local partner representing each of the sectors: education, employment, health, social care, culture/sport, NGO

✓ Anonymous Satisfaction Survey conducted among members Team checking the effectiveness of partners' actions (frequency: 1/6 months)

EXPECTED RESULTS

Creating a cooperation system that increases the effectiveness of undertaken actions and builds the city's potential to integrate migrants and counteract future crises.

RISKS



The Mayor's refusal to appoint a Migration Coordinator and Team. Lack of willingness to cooperate between partners (lack of time, excessive workload, personnel changes).

COUNTERACTING

Demonstration of the benefits for the city and each partner resulting from cooperation and the appointment of a Coordinator/Team (reduction of own work, synergy effect, financial savings).

COORDINATION

City Coordinator for Migration in Sosnowiec

KEY PARTNERS

Municipal Office Departments (WPS, WZO, WSO, WKP, WED), MOPS, PUP, Border Guard, Foundation Adra, Moc Association Support



SCHEDULE OF ACTIONS

Q1 2026:

appointment of the Municipal Coordinator for Migration in Sosnowiec and the International Team for Migration in Sosnowiec

From Q2 2026:

completion of work and acceptance of the document (in accordance with the work schedule included in the contract, established on the basis of an analysis of the time and resources necessary to prepare the document)



ORGANIZATION OF INTEGRATION EVENTS

DEVELOPMENT AND IMPLEMENTATION OF ANNUAL CALENDARS FOR THE ORGANIZATION OF INTEGRATION EVENTS AIMED AT MIGRANT AND FAMILY RESIDENTS OF THE CITY.

Events prepared based on the experience of pilot activities carried out in 2024/2025, constituting the foundation for the full integration and adaptation of foreigners in Sosnowiec.

The program of activities will include: concerts, exhibitions, sports and recreational events, trips, artistic and thematic workshops, meetings and events dedicated to learning about other cultures.



RESOURCES

Municipal technical infrastructure and financial and human resources of the Municipal Office and cultural and sports units.

INDICATORS

Reaching the target number of participants (depending on the event)

Participant Satisfaction Survey (using digital tools) – participants' satisfaction with the event, positive opinion on the integration functions of the activity

EXPECTED RESULTS

- ÿ Increasing the participation of the migrant population in local events.
- ÿ Greater integration and acceptance of migrants in Sosnowiec.

RISKS

- Low attendance at events.
- Low quality of organized activities.
- Lack of financial resources.

COUNTERACTING

- ÿ Organization of events tailored to the interests and current needs of residents.
- ÿ Diversity of offer.
- ÿ Intensive promotion of events.

COORDINATION

City Coordinator for Migration in Sosnowiec

KEY PARTNERS

Municipal cultural and sports units



SCHEDULE OF ACTIONS

Q1 2026:

preparing a calendar of events for 2026

2026+:

preparation and implementation of annual schedules



CONDUCTING A SOCIAL CAMPAIGN

INFORMATION ACTIVITIES

NE/AWARE-RAISING AWARENESS-RAISING

ACTIVITIES DIRECTED TO RESIDENTS AIMING AT COMBATING DISCRIMINATION AGAINST MIGRANTS

Publishing materials on social and traditional media; using activation methods: discussions, workshops, educational games; developing and distributing leaflets and posters; organizing exhibitions, presenting to residents the profiles of individual migrants, their stories and contribution to the development of the city, which will provide residents with reliable information on migration in Sosnowiec and its importance for the functioning of the city.



RESOURCES

Municipal Office staff, Municipal budget and/or external funding (e.g. FAMI Fund)

INDICATORS

Strategy document approved by the City Council in Sosnowiec

EXPECTED RESULTS

- ÿ Increasing awareness of residents, changing attitudes and behaviors.
- ÿ Reducing prejudices, stereotypes and conflicts based on nationality.

- ÿ Maintaining a high level of security in the city.

RISKS

-  Radicalization of anti-immigrant sentiment. Intensification of anti-immigrant rhetoric at the level of national authorities and in the media.

Manifestations of negative behavior of migrants in Sosnowiec.

COUNTERACTING

- ÿ Conducting coordinated activities to expose disinformation and fake news.

- ÿ Preparing interesting, attention-grabbing campaign content.

- ÿ Organizing events to facilitate integration.

COORDINATION

City Coordinator for Migration in Sosnowiec

KEY PARTNERS

Office of the Mayor Sosnowiec

Local media

Cross-sectoral Team for Migration

Municipal cultural and educational units

Police (Prevention Department)



SCHEDULE OF ACTIONS

Q1 2026:
preparation of activities

2nd–3rd quarter:
implementation

4th quarter:
evaluation





AWAWARENESS-RAISING WORKSHOPS FOR RESIDENTS

IMPLEMENTATION OF TAILOR-MADE EDUCATIONAL PACKAGES FOR YOUNG PEOPLE AND ADULTS CARRIED OUT IN LOCAL SECONDARY SCHOOLS AND CULTURAL UNITS.

Implementation of workshops in all secondary schools and in the Zagłębiowska Mediateka (adults) consisting of 3 modules: human rights, disinformation and migration, Sosnowiec – City of Many Cultures.

Lesson plans were prepared and tested in October 2025.

Training for educators was conducted on November 7, 2025.



RESOURCES

Municipal cultural and educational units (staff, infrastructure).

INDICATORS

✓ Update of prepared scenarios (from 3 modules) – 1x a year.

✓ Number of trained teachers/educators: at least 1 teacher/educator from each secondary school/cultural unit conducting educational activities.

✓ Number of students: all students of secondary schools in Sosnowiec.

✓ Number of workshops and participants for adults: 1 half-year for 10 people.

EXPECTED RESULTS

Providing residents with reliable knowledge based on facts and evidence.

Introducing the topic of migration and multiculturalism into the school curriculum and into the daily educational activities of municipal units.

RISKS



Reluctance of local educators to get involved in activities.

Lack of interest of adults in participating in activities.

COUNTERACTING

✓ Involvement of the City Hall Education Department and the City Culture and Promotion Department to supervise the proper implementation of the activity.

✓ Constant monitoring of content, updating and adapting materials and tools to changing trends in non-formal education.

COORDINATION

City Coordinator for Migration in Sosnowiec

KEY PARTNERS

Department of Education

Department of Culture and Promotion Cities



SCHEDULE OF ACTIONS

November 2025 +



Chapter 4. Implementation framework.

The Integrated Action Plan for Sosnowiec is a comprehensive planning document addressing the current migration challenges and the need for social integration in the city. The plan includes actions in the areas of migrant support, social integration, education, culture, and city promotion, as well as resident activation.

MANAGEMENT STRUCTURE

01

The implementation of the Plan will be supervised by the Intersectoral Migration Team in Sosnowiec (created on the basis of the Sosnowiec ULG) and the Municipal Coordinator for Migration.

The Team will include representatives from key city departments: Education, Social Policy, Culture and City Promotion, Resident Register, Health, Development and Entrepreneurship, and the Municipal Department of Housing Resources. The Team and Coordinator will be appointed in 2026 (after the completion of the WELDI project and the dissolution of the Municipal Housing Authority and the Project Team) by the Mayor of Sosnowiec from among employees of the Sosnowiec City Hall and local government units. Tasks related to the implementation of the tasks described in the Plan will be delegated to designated individuals in writing (as new tasks within their scopes of responsibility). The detailed organization of the Team will be determined at a later date, in accordance with the internal organizational regulations of the units where they are employed. The Municipal Migration Coordinator will not oversee the Team; his role will mirror the tasks previously carried out by the ULG Coordinator and will primarily consist in organizing and moderating regular meetings, representing the Team at external events and in contacts with other partners.

02

CONTINUING COOPERATION WITH STAKEHOLDERS

The Municipal Migration Team will monitor and support the implementation of the plan in close cooperation with residents and other local stakeholders, including migrant-supporting NGOs, educational institutions, and public institutions, to maintain the participatory nature of the process and ensure ongoing responsiveness to community needs.

The collaboration will be based on periodic thematic meetings (dedicated to specific current needs and challenges), consultations, and resident feedback mechanisms such as surveys, focus groups, and online channels. This will enable immediate responses to reported needs and incorporate community feedback into planning future activities. The partners will jointly organize thematic workshops, language courses, and cultural and integration events, contributing to strengthening social cohesion.

03

COSTS AND FINANCING STRATEGY

The implementation of the Integrated Action Plan will be financed from the Sosnowiec Commune's own funds, regional and national funds, as well as from projects supporting the integration of migrants. Some of the activities included in the Plan—such as organizing workshops to raise public awareness, building a network of cooperation between institutions, and coordinating stakeholder meetings—do not require additional financial resources. However, integration events, information campaigns, and activities increasing the accessibility of information for foreigners will be financed from municipal funds, as part of the tasks carried out by individual departments, including the Department of Culture and City Promotion, the Department of Social Policy, and the Department of Education.

The biggest financial challenge in implementing the Plan remains the launch and maintenance of a comprehensive foreigner service point (One Stop Shop), the cost of which is estimated at a minimum of PLN 500,000 per year (premises rental, current accounts, and basic staff salaries), as well as the development and implementation of the Migration Strategy for Sosnowiec, which, according to estimates from the second quarter of 2025, will cost approximately PLN 200,000. Currently, the Municipality does not have sufficient funds to fully finance these projects.

Therefore, some of the One Stop Shop's tasks will be entrusted to local partners, such as the ADRA Foundation, which has secured external funding for integration activities conducted in the Silesian Voivodeship. Furthermore, the Sosnowiec Commune plans to apply for external funding to implement activities arising from the Plan – in cooperation with the Municipal Office's External Funds Department, the Social Policy Department, and the Cooperation Department of the Department of Culture and City Promotion. These entities have experience in securing funding from national, EU, and regional programs for the implementation of diverse local projects.

Thanks to this approach, it will be possible to gradually and sustainably implement the Integrated Action Plan, while effectively using available resources and increasing the city's financial potential through active acquisition of external funds.

POTENTIAL SOURCES OF FINANCING.

Potential sources of financing for the activities of the Integrated Action Plan for Sosnowiec

Area of operation	Estimated cost (PLN)/1 year	Potential sources of financing	Funding Status
Establishment and operation One Stop Shop for Migrants	About 500,000	<ul style="list-style-type: none"> ÿ Asylum, Migration and Integration Fund (FAMI 2021–2027) ÿ European Funds for Social Development Programme (FERS) ÿ Own resources of the Commune ÿ NGO Partnerships 	Partial financing – some tasks carried out by NGOs
Development and implementation Migration Strategy for Sosnowiec	About 200,000	<ul style="list-style-type: none"> FERS 2021–2027 ÿ Ombudsman for the Silesian Voivodeship ÿ Own resources of the Commune 	Planned - no secured funds
Integration events and activities	50,000	<ul style="list-style-type: none"> ÿ Own resources of the Commune (own tasks of departments) ÿ ADRA Foundation ÿ Cultural patronage and local sponsors 	Funding partially secured
Language courses and educational activities	30,000	<ul style="list-style-type: none"> FERS 2021–2027 ÿ Ombudsman for the Silesian Voivodeship ÿ Own resources of the Commune 	Planned - no secured funds
Building and developing a local cooperation network	-	In-kind contributions from municipal entities and NGOs	Funding partially secured
Information campaigns and access to information for migrants	30,000 – 50,000	<ul style="list-style-type: none"> ÿ Own resources of the Commune ÿ FAMI ÿ NGO Partnerships 	Funding partially secured

RISK ASSESSMENT

04

The risks identified below may significantly impact the pace and effectiveness of the Plan's implementation, but most of them can be effectively mitigated by:

- ÿ continuation of inter-institutional cooperation within the Municipal Migration Team,
- ÿ building social trust and resident involvement,
- ÿ leveraging the network of partners and the experience of local organizations,
- ÿ flexible approach to financing and implementation of activities.

Risk description	Probability	Impact on implementation of the plan	Proposed mitigation/remediation actions
Change of national or local government authorities that may take a negative stance towards integration and migration activities.	Medium	Ability to block financing and strategic decisions.	<ul style="list-style-type: none"> ÿ Incorporating integration activities into local social and economic development strategies. ÿ Maintaining cross-party cooperation. ÿ Building awareness among decision-makers about the social and economic benefits of migration
Lack of sufficient funds to implement key activities (e.g. One Stop Shop, migration strategy).	Medium	Inability to complete the task	<ul style="list-style-type: none"> ÿ Diversification of financing sources (EU, national, NGO funds). ÿ Implementation of some tasks by local partners. ÿ Phased implementation of the task.
Resignation or transfer of people with the highest competences in working with migrants.	Medium	Lower quality of completed tasks.	<ul style="list-style-type: none"> ÿ Internal training and competency succession system. ÿ Maintaining motivation through recognition and professional development opportunities.
Lack of interest of residents and migrants in participating in integration activities or negative attitudes towards migrants.	Medium	The inhibition of the implementation of the main objectives of the plan (such as social inclusion, integration and reduction of social tensions)	<ul style="list-style-type: none"> ÿ Active communication and promotion of integration activities. ÿ Organizing events that connect various social groups. ÿ Using local leaders to build trust.
Intensification of negative attitudes towards migrants in local society, increase in hate speech and acts of discrimination.	Medium	The inhibition of the implementation of the main objectives of the plan (such as social inclusion, integration and reduction of social tensions)	<ul style="list-style-type: none"> ÿ Collaborating with schools and local media. ÿ Responding to incidents through dialogue and mediation.
Difficulties in maintaining cooperation between departments and stakeholders after the end of the URBACT project.	Medium	<ul style="list-style-type: none"> Loss of project results and durability. Inability to implement the developed solutions. A return to administrative silos. 	<ul style="list-style-type: none"> ÿ Formalization of cooperation (migration team). ÿ Appointment of an integration coordinator. ÿ Regular meetings.

MONITORING PLAN IMPLEMENTATION AND GOAL ACHIEVEMENT. REPORTING.

Monitoring will be conducted periodically, at dates specified in individual activities and additionally determined by the Migration Team and its Coordinator after their appointment in 2026. The monitoring results will form the basis for updating the action plan, introducing improvements, and adapting goals and methods to changing needs.

05

Detailed tools for monitoring the implementation of the plan and the achievement of its objectives are described in individual activities. The main monitoring tools and methods include:

- 01 Evaluation surveys and questionnaires – regular surveys among activity participants, partners and stakeholders (e.g. NGOs, educational institutions, migrants).
- 02 User satisfaction surveys – assessment of the quality of services and activities offered under the plan (e.g. information points, workshops, integration activities).
- 03 Evaluation of the timeliness of updating activities and materials – e.g. information guides, lesson plans, promotional materials, databases.
- 04 Analysis of the number of participants – verification of the number of people supported or involved in activities in relation to the assumed indicators.
- 05 Assessment of timely completion of tasks – compliance with the plan implementation schedule.
- 06 Periodic reports (monthly, quarterly, annual) – prepared by the coordinator and the team, containing information on implementation progress, difficulties encountered and recommendations.
- 07 Monitoring meetings/progress reviews – periodic meetings of the team and project partners to discuss the implementation of activities and update the schedule.
- 08 In-depth interviews and focus groups – conducted with key stakeholders to identify needs and assess the effects of activities.
- 09 Participant observation – direct participation of team members in selected activities (e.g. workshops, team-building meetings) in order to assess their quality and atmosphere.

