

URBACT



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The City of WARSAW

Plan Einstein Investment Plan

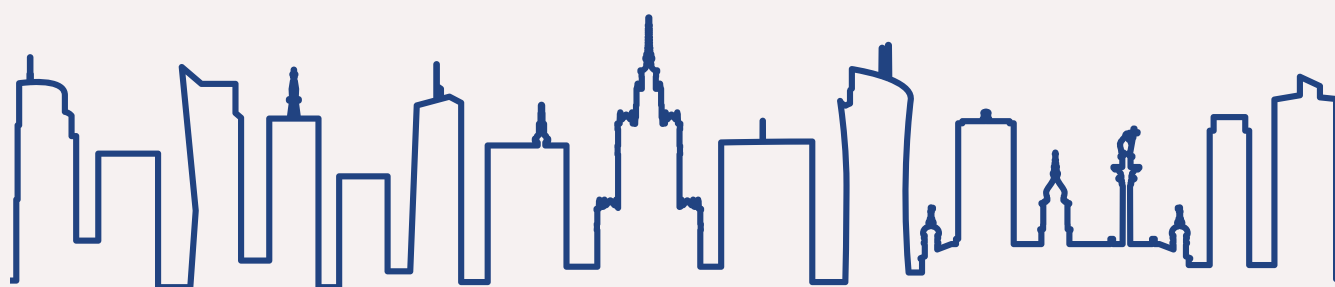


Supported by the URBACT programme

**Plan Einstein Academy
Innovation Transfer Network**

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Context

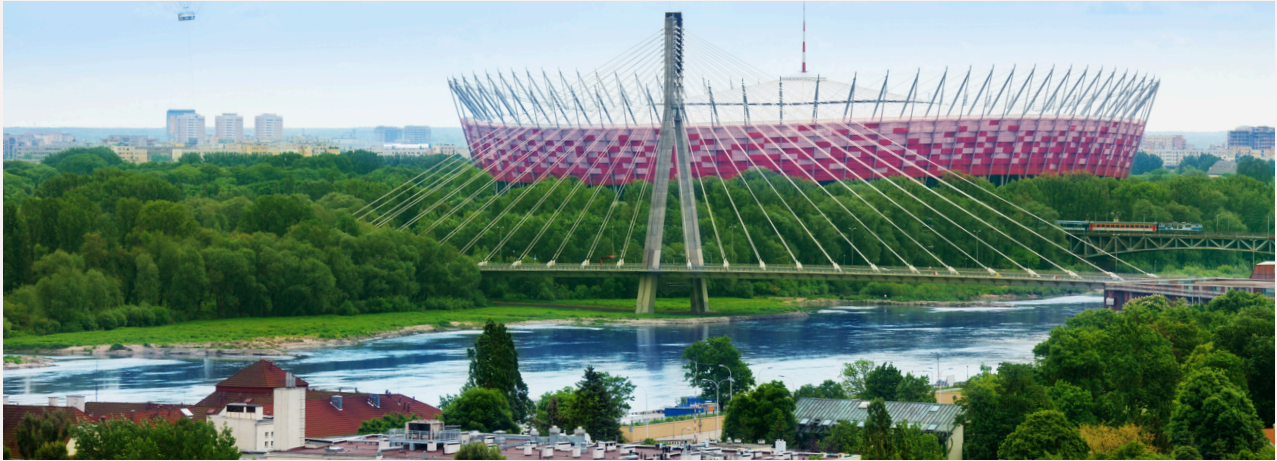
The Investment Plan is a strategic document developed to guide the local adaptation and transfer of the Plan Einstein model to the City of Warsaw. Its purpose is to identify the priority areas, resources, actions and partnerships needed to strengthen community-building, social cohesion and refugee inclusion at the neighbourhood level.



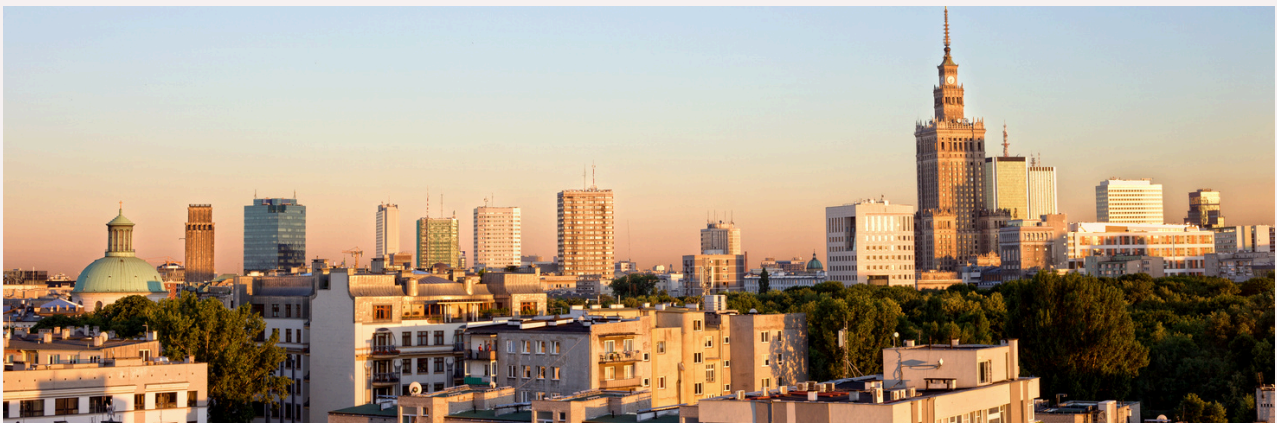
The Plan is the outcome of a participatory local process carried out within the URBACT Innovation Transfer Network (ITN), involving municipal departments, NGOs, local institutions, community actors and individuals with lived experience. It reflects the collective analysis, discussions and co-creation efforts of the the actors involve and outlines practical, realistic steps for implementation.

1.1. Introduction to the City of Warsaw

Warsaw, the capital and largest urban centre of Poland, is located in the east-central part of the country along the Vistula River.



The municipality has the status of a city with county (powiat) rights and is administratively divided into 18 districts. The city covers 517 km² and continues to grow demographically, with a current population estimated at around 1.9 million, making it one of the fastest-developing metropolitan areas in Central Europe.



Its academic ecosystem — hosting leading universities and research institutions — contributes to strong human capital and a steady inflow of students from abroad. Culturally, Warsaw is one of the most dynamic cities in the region, with a rich network of museums, theatres, libraries and cultural centres.

Although Warsaw has a relatively young labour market and attracts large numbers of domestic and international migrants, it also faces progressive population ageing, similar to many European cities.



1.2. Migrant profiles

Warsaw has emerged as a significant centre for migration and refugees in recent years. A first important wave came from Belarus after its disputed presidential election of August 2020 and the subsequent persecution of protestors. Poland provided special instruments to facilitate their arrival, such as humanitarian visas, expedited access to the labour market and special business programmes.

Since the start of the war in Ukraine in February 2022. More than 1.5 million Ukrainian refugees have sought asylum in Poland since 2022, with Warsaw hosting a substantial proportion due to its status as the capital and economic hub or a transit point.

Nowdays there are about 2 mln registered foreigners in Poland, with 6,8% residing in Warsaw.





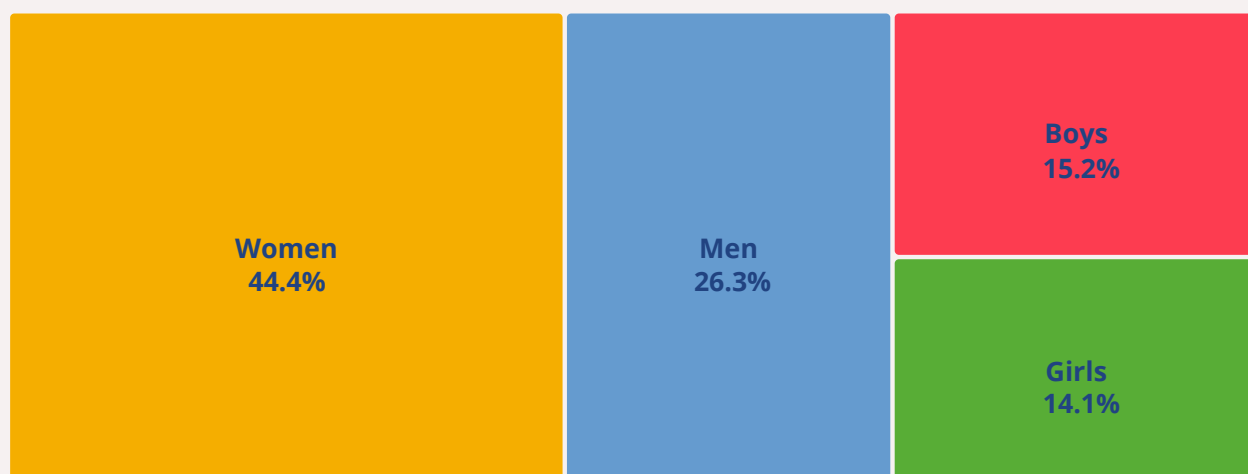
Along the legal basis of residence there are following groups of foreigners:

Status UKR possessors (temporary protection for Ukrainians);

All the rest foreigners (incl. international protection possessors from Belarus, Ukraine, Russia, Iraq, Afganistan, Syria, Pakistan, Turkey, etc.) are about 937 219 in Poland.

As of September 2025, there are 181,561 Ukrainian citizens in Warsaw. Of these, 114,766 (63%) hold temporary protection status UKR, while 66,795 (37%) reside without this status. Women account for 44% and men 26% of registered holders, with every second beneficiary being a child. Nationally, almost 1 million Ukrainians are under temporary protection, while 1.55 million hold valid residence permits. Additionally, 462,000 Ukrainians have temporary residence permits, primarily linked to employment.

Gender proportion of Ukraininan refugees



1.3. Specific local context and challenges

The situation of refugees and other foreign residents in Warsaw is shaped by several structural factors that influence their daily lives and ability to participate in local community activities.

Legal uncertainty remains a significant challenge. The temporary protection status for Ukrainians is currently valid only until 4 March 2026, and procedures for obtaining more stable residence permits often involve complex administrative steps for both migrants and employers. This instability affects long-term planning and may limit migrants' opportunities to build deeper social ties within their neighbourhoods.



Additional barriers arise from **the suspension of processing for new international protection applications** and from the administrative burden placed on employers who support residence permits (karta pobytu) for their workers. Many companies are reluctant to assume the procedural responsibility and potential delays associated with this pathway. As a result, despite high willingness to work, many refugees remain underemployed or accept informal jobs, which slows their social and economic integration.

In addition, Warsaw — like many major European cities — faces a high cost of living and limited availability of affordable housing. Many foreign residents must work **long hours** to secure financial stability, which leaves them with less time and energy for social participation or community activities. These realities should be taken into account when designing local integration initiatives.

1.4. Local migrant integration policy

Despite its challenges, Warsaw continues to implement policies and programmes aimed at supporting integration. In May 2023, it opened a new unit for foreigners **Intecultural Center for Social Development** under the sign “Good to see you in Warsaw”. It provides support services for migrants and refugees, including information services and signposting, legal advice, language courses, housing assistance, psychological support and career counselling.



There are meeting and consultation rooms, and also a small free, open space for people to sit and meet, including a play area for children. Social assistants can also go out to meet clients on request to provide support.



The national Social Integration Service also offers one-year Individual Programmes of Integration (IPIs) for those granted international protection, operated in Warsaw through the Intercultural Centre for Social Development. These focus on supporting social integration, language integration and work integration and linked with the provision of financial assistance for housing, food and training. The number of IPIs in Warsaw increased from 291 in 2019 to 2,346 in 2024.



There is also a national smartphone application (app) launched in April 2024 by the national Office for Foreigners called '**Refugeebook**' providing information on asylum procedures and social assistance, available in five languages: Polish, English, Ukrainian, Russian and Belarusian.



Additional services also include a "**Welcome to Warsaw**" website, with information on the city and available support services.

The national initiative funded by European Union "**Working and Living in Poland**", is about to launch soon. It introduces a comprehensive, multilingual information platform designed to support foreigners living or planning to live in Poland, provides clear, reliable guidance on employment, legal procedures, everyday life, and housing conditions, available through multiple channels—telephone helpline, chat, email, and messaging services. Operated by experienced consultants from the Zielona Linia contact centre, the platform consolidates essential knowledge on residence procedures, labour law, cultural and integration information, and access to services.



Although developed at the national level, this tool is highly relevant to Warsaw's local integration efforts and aligns closely with the principles of the Plan Einstein model. By offering easily accessible and trustworthy information, it reduces uncertainty for newcomers and complements neighbourhood-based support structures. The platform can help migrants better understand their rights and opportunities, freeing local community workers to focus on building relationships, fostering social participation, and creating the welcoming, proximity-based environment.

Warsaw already implements several practices that align closely with the principles of the Plan Einstein model.

Warsaw Multicultural Centre

The Warsaw Multicultural Centre (CWW), located at 54 Jagiellońska St is 'Warsaw's place for dialogue and integration'. It is a place for migrants and the local community, where each person can find an educational, cultural, counselling and information offer that is suitable for them. The centre supports the intercultural and civic integration of people living in Warsaw.



Downstairs there is a large open, welcoming and accessible community space area, where diverse activities take place: cooking workshops, coffee mornings, gatherings of local seniors, women-focused activities (yoga, dancing, workshops), language cafes in multiple languages, digital classes, etc.



1.5. Neighbourhood Activity Places (MALs)

Warsaw has a local strategy in place called 'Warsaw 2030'. As well as seeking to increasing residents' engagement with local decision-making, one of the most relevant parts of this strategy from a Plan Einstein perspective is the operational objective that people living in Warsaw "spend time actively in [their] neighbourhood". Under this objective, the strategy specifically provides for the creation of local neighbourhood groups called 'neighbourhood activity places', known as MALs in Polish



A map of 'local activity places' (MALs) across Warsaw

Neighbourhood Activity Places (MALs) "will foster the establishment of interpersonal contacts, neighbour integration and cooperation, and the inclusion of newcomers to the local community." (Warsaw 2030 Strategy)

MALs are based on the social commitment of people living in Warsaw, who realise their ideas, hold meetings and develop joint initiatives. The strategy makes specific reference to the inclusion of newcomers as part of the 'job description' of the MALs. There are 120 MALs located in different neighbourhoods across Warsaw, including in local community centres, libraries, NGOs or cafes.

Neighbourhood Warsaw

This is a city initiative that supports neighbour-to-neighbour cooperation and community building across Warsaw. It provides small grants and organisational support for local residents and neighbourhood leaders to create events, activities, and shared spaces that strengthen social ties and improve the quality of life in their local areas.

Therefore the City of Warsaw demonstrate the municipality's long-term commitment to inclusive integration practices and community-based support.



The photo moments of 'local activity places' Neighbour Day under the sign "Let's meet" across Warsaw

At the same time, Warsaw benefits from the strongest third sector ecosystem in Poland, with thousands of active NGOs in education, culture, social assistance and humanitarian support. More than a thousand organisations cooperate with the City through open calls and annual programmes. In 2023, for example, the regranting scheme "Warsaw – An Open City" funded 16 migrant-focused initiatives, including anti-discrimination and community-building projects. This creates an excellent foundation for implementing neighbourhood-based integration actions inspired by Plan Einstein.

Although Warsaw has developed important municipal services for foreigners, everyday integration still largely depends on whether newcomers can access friendly spaces, reliable information, and supportive local networks — core elements of the Plan Einstein model.



In this way the Investment Plan focuses on reinforcing and systematising what already exists in Warsaw — a wide network of supportive NGOs, neighbourhood initiatives, municipal services, and community spaces that already embody many principles of the Plan Einstein approach. Particularly, the Investment Plan aims to find the gaps and improve the visibility and coordination of existing services by prioritising small-scale, feasible intervention that can increase meaningful encounters and foster social cohesion within the city districts.

2. The Plan Einstein Model

The Plan Einstein approach is built on a coherent set of human-centred principles and practical implementation guidelines developed in Utrecht and further refined through the URBACT Innovation Transfer Network (ITN). Together, they form a methodology that enables cities to support newcomers and local residents in shared, community-based environments that foster dignity, wellbeing, and meaningful encounters.

1. High-Level Principles

Human Rights-Based Approach

Plan Einstein places universal human rights at its foundation. Newcomers are seen as rights holders, not passive recipients of charity. This ensures that all support—social, educational, or community-based — is grounded in dignity, participation, accountability, and equal treatment.

Future-Free Approach

Support is provided unconditionally and immediately, without linking access to future status, long-term residence, or economic expectations. Activities focus on skills and capacities that benefit individuals regardless of where they live later—whether in the host city, elsewhere in Europe, or back in their country of origin.

Self-Narrative Restoration

Recognising the psychological effects of displacement, Plan Einstein aims to create conditions that help individuals rebuild confidence, agency, and a coherent sense of self. Through meaningful interactions, learning opportunities, and active participation, newcomers can regain stability and form positive future perspectives.



2. Implementation Principles

Five practical principles translate these values into actions. These principles guide local adaptation in any city, including Warsaw.



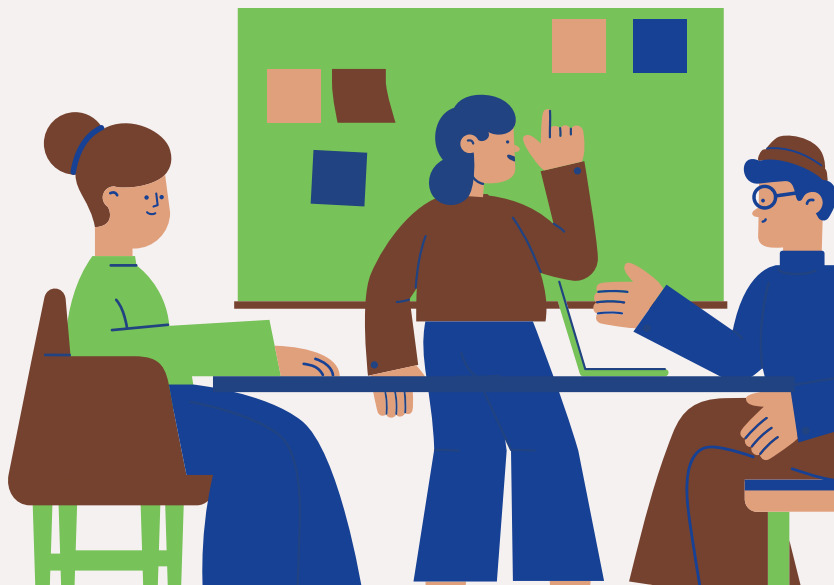
a) **Early engagement from Day 1 and meeting the needs of both newcomers and neighbourhood members**

Newcomers are approached immediately upon arrival to discuss their skills, aspirations, and needs. This prevents long periods of inactivity, supports mental health, and encourages early participation in community life.

Support is offered to both newcomers and long-term residents to prevent perceptions of unequal treatment. This includes offering training, cultural events, and community services that benefit all groups and cultivate neighbourhood ownership of the initiative.

b) **Activities that support personal development**

Educational and skills-building activities are offered to both newcomers and locals. These include language learning, entrepreneurship training, creative workshops, and other courses that enhance personal growth independent of legal status or future location.



c) **Attractive, accessible spaces for encounter**

A central element of the methodology is creating welcoming physical spaces that feel open, safe, and comfortable. These locations function as neighbourhood hubs where people naturally meet, participate in joint activities, and form positive relationships.



d) **Joint participation on equal footing**

Activities are deliberately designed to avoid hierarchical “service provider vs. beneficiary” dynamics. Locals and newcomers participate as equals — whether in workshops, classes, cultural events, or leisure activities — reducing stereotypes and fostering genuine community connections.

e) **Mobilising a supportive stakeholder ecosystem**

Plan Einstein is implemented through a broad ecosystem that may include NGOs, universities, cultural organisations, volunteer groups, and public institutions. The methodology encourages cities to work with organisations that already have trust, expertise, or community access, while the municipality plays a coordinating and enabling role.



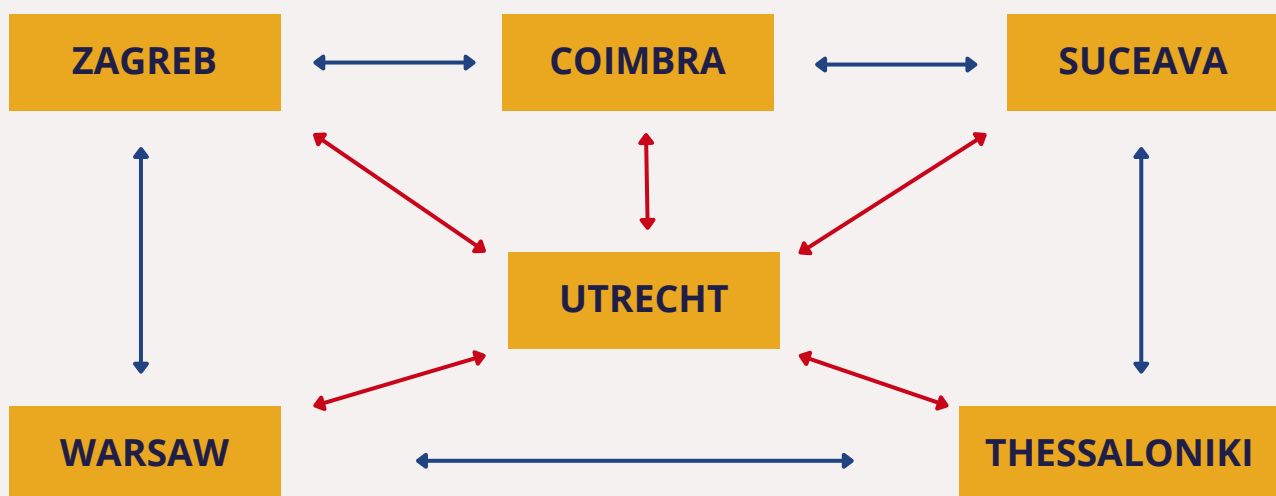
3. Flexibility and Local Adaptation

The methodology does not prescribe a single fixed model. Instead, each city develops its own configuration of activities and services that reflect local realities, needs, and resources. Co-housing, language courses, cultural programmes, entrepreneurship training, or youth activities may or may not be included—the key requirement is that all actions express the core principles above.

Through the URBACT ITN, cities collaborate to translate these shared principles into locally meaningful practice, adapting the methodology to their urban, social, and institutional contexts while maintaining the fundamental vision of inclusive, welcoming neighbourhoods.

Networking model

6 cities are engaged in Plan Einstein Academy Project. A core part of the knowledge exchange/transfer is from the innovative practice city of Utrecht (Lead Partner) to the partners (Zagreb, Thessaloniki, Warszawa, Suceava, region Coimbra). However, there is also the important principle that each partner has ideas, practices and approaches to share. The learning and exchange is also back to Utrecht and between each partner. The knowledge exchange model of Plan Einstein Academy is presented in this diagram (below).



Knowledge Exchange model

3. Methodology

3.1. Co-Creation Process

The Warsaw Investment Plan was developed through a year-long collaborative process involving municipal institutions, NGOs, neighbourhood community spaces, migrant-support organisations, local activists, and migrant communities themselves. The URBACT Local Group (ULG) functioned as the main platform for co-creation, allowing stakeholders to jointly identify needs, test solutions, and define realistic intervention priorities adapted to the Warsaw context.



The ULG brought together representatives of:

Governmental Body

- Ministry of Family and Social Policy

Municipal Services

- Warsaw Family Support Centre (WCPR)
- Warsaw Labour Office
- Warsaw Municipality

District-level Local Activity Places (MAL)

- MAL Wolska Mozaika (Wola)
- MAL Dom nad Stawem (Bemowo)
- MAL Trzy pokoje z kuchnią (Bielany)
- MAL Kotłownia

National Public Institutions

- Office for Foreigners

Catholic Intelligence Club (as a community institution)

- Non-Governmental Organisations
- International Rescue Committee (IRC)
- Socio-cultural Initiative "ę"

Local community NGOs

- Multicultural center
- Polish Migration Forum
- Dom otwarty

Community Sponsorship Initiative

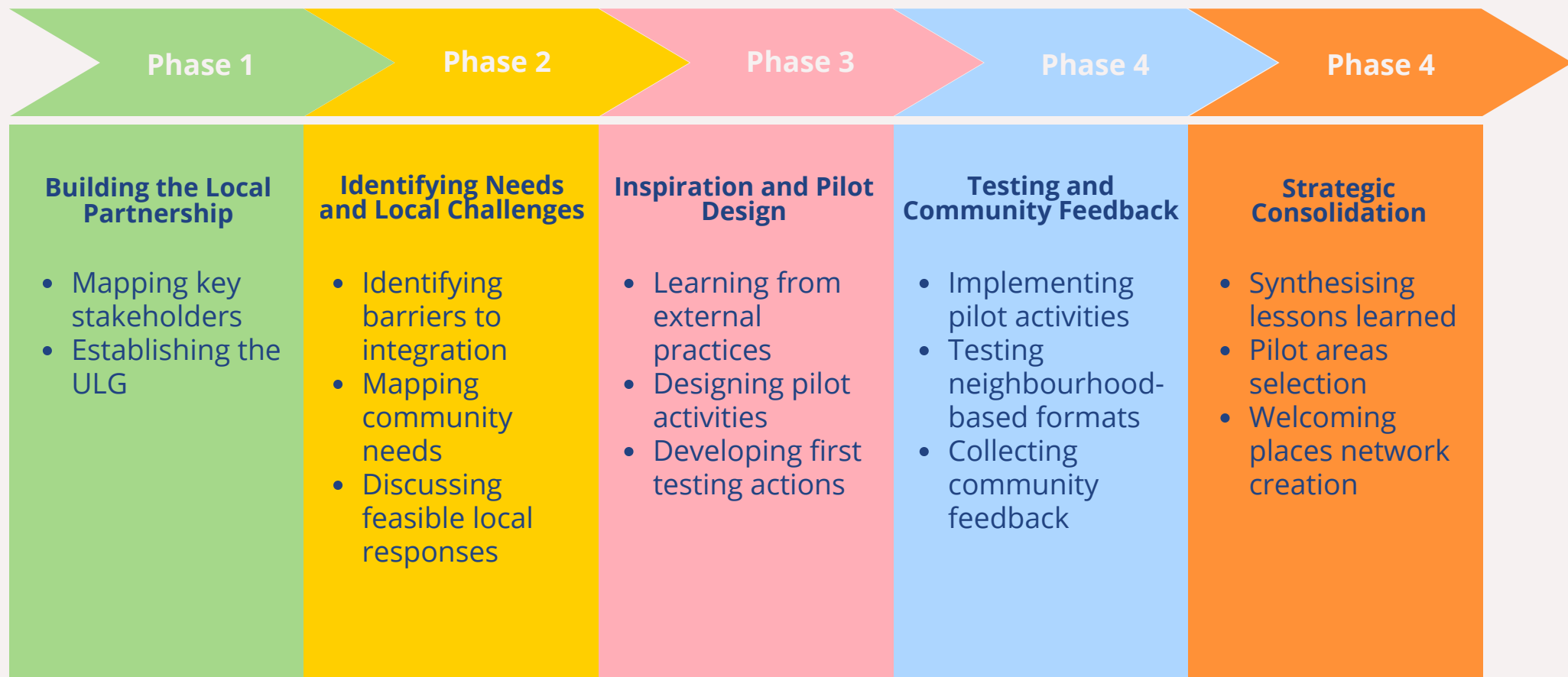
International Rescue Committee (IRC)

Volunteers

Facilitators of integration workshops

Warsaw ULG Evolution

The intervention logic was not developed as a single planning exercise but emerged through an iterative process of stakeholder engagement, needs assessment, pilot testing and collective learning. The diagram below summarises the key stages that led to the identification of Warsaw's strategic priorities and investment actions.





The co-creation process combined:

- stakeholder workshops;
- needs assessment activities;
- pilot testing actions;
- peer-learning exchanges;
- operational reflection sessions.

The ULG recognised that many integration challenges in Warsaw are not solely institutional, but relational and spatial. Therefore, the Investment Plan focuses primarily on neighbourhood-level interventions capable of creating meaningful encounters and strengthening everyday inclusion.

The intervention logic of the Investment Plan was based on stakeholder consultations, pilot action testing, feedback from migrants and local residents, as well as community needs assessment activities.



3.2 What Was Learned from the Community

The community needs survey (the questionnaire below) was developed and a needs assessment was conducted (97 respondents, July 2025). The results of the needs assessment survey present the prior areas to address.

ANKIETA ANONIMOWA

SZANOWNI PAŃSTWO,

Zapraszamy do podzielenia się swoją opinią na temat nowej inicjatywy społecznej – **integracyjnej platformy spotkań, aktywności, rozwoju i samorealizacji** (stworzonej przy współpracy Grupy Lokalnej URBACT), w której każdy może znaleźć coś ważnego dla siebie i dla innych.

PŁEĆ: K ☐ M ☐ **KRAJ POCHODZENIA:** _____

WIEK ☐ 18-25 ☐ 26-40 ☐ 41-60 ☐ >60



Proszę poinformować mi o starcie platformy: ☐ tak ☐ nie
Chcę zaangażować się jako wolontariusz: ☐ tak ☐ nie
Jak możemy się z Tobą skontaktować?
(e-mail): _____



1. What would be important for you on such a platform?
(you can choose several options)

- ☐ Volunteering and helping others
- ☐ Courses and learning (languages, IT, crafts, etc.)
- ☐ Social gatherings, events, hobbies
- ☐ Integration meetings over tea “TeaMeUp”
- ☐ Sports and recreation (yoga, zumba, stretching) “O!ZdrowSię”
- ☐ Language practice (Polish, English, conversation clubs)
- ☐ Support (legal, psychological, social)
- ☐ Culture and creativity (singing, dancing, drawing, handicrafts)
- ☐ Collective actions, initiatives, community projects
- ☐ Simple and warm reasons to meet and talk
- ☐ Sharing knowledge, experience, and skills
- ☐ Career advice, coaching
- ☐ Opportunity to share your ideas and be heard
- ☐ Access to useful information and contacts
- ☐ Other: _____

2. How do you feel about taking part in this initiative's events?

- ☐ I'd love to try
- ☐ Maybe in the future
- ☐ I'd be open to helping as a volunteer



FUNDACJA
Polskie
Forum
Migracyjne

OPS?
BEMOWO

kik
WARSZAWA
Klub Inteligentnych Rodziców


3 POKOJE
Z KUCHNIĄ

The needs assessment and pilot activities revealed a strong demand for practical, low-threshold opportunities supporting both social participation and personal wellbeing.

Participants most frequently highlighted:



The findings also showed that participants were significantly more likely to engage in activities that were flexible and organised in informal formats. Higher levels of participation were also observed in neighbourhood-based events and in initiatives that did not require complex registration procedures.

Within the workshop on the Theory of Change, the ULG identified four interconnected groups of barriers affecting integration and social cohesion in Warsaw.

IDENTIFIED BARRIERS	IMPACT ON INTEGRATION	STRATEGIC RESPONSE
Limited visibility and accessibility of welcoming community spaces	Newcomers often do not know where safe and inclusive activities are available	Improve accessibility, visibility, and usability of welcoming neighbourhood spaces
Limited opportunities for meaningful interaction between newcomers and residents	Weak social ties and low participation in local community life	Organise low-threshold intercultural and community-based activities
Fragmented cooperation between institutions and organisations	Difficult navigation of support systems and duplication of efforts	Strengthen cross-sector networking and referral cooperation
Structural housing and financial limitations	Reduced long-term sustainability of integration activities	Explore future partnership and co-housing solutions

The ULG recognised that many integration challenges in Warsaw are not solely institutional, but relational and spatial. Therefore, the Investment Plan focuses primarily on neighbourhood-level interventions capable of creating meaningful encounters and strengthening everyday inclusion.

3.3 From Testing to Priorities

What was tested?

Pilot activities

Conversation clubs

Speedfriending/Language tandems

Resilience sessions

Mosaic workshop

Youth social skills trainings

Family activities

Welcoming places

What was learned?

Key insights

Informal formats work best

People join local neighbourhood activities

Language activities create trust

Wellbeing support is needed

Flexible participation increases engagement

What became strategic priorities?

Future directions

Welcoming spaces



Meaningful encounters



Cross-sector cooperation



Selected Moments from the Testing Journey



Mozaic Workshops in MAL



English Club SPEAK OUT



Outdoor creative community workshops



Resilience Sessions



Speedfriending



Music Club



Family activities in MAL

3.4 Warsaw Welcoming Places Network



PLACE	ROLE
MAL Kotłownia	neighbourhood activities
MAL Wolska Mozaika	intercultural meetings
Międzykulturowy Ośrodek Rozwoju Społecznego	support and workshops
Multicultural Centre	information and integration
Community Cup	informal encounters

These welcoming places form the operational backbone of the Warsaw Plan Einstein approach.

Two Pilot Areas were agreed to address efforts

Wola District

Local Activity Places (MALs):

MAL Kotłownia

MAL Wolska Mozaika

Both MALs function as neighbourhood-level civic spaces with established community engagement, making them well suited for low-threshold, inclusive activities such as language clubs, mentoring, intercultural meetings, and neighbour-to-neighbour initiatives. Their cooperation with local NGOs and residents also supports the Plan Einstein principle of fostering equal-footing encounters between newcomers and locals.

Community Cup

Community Cup serves as a neighbourhood-level community hub where residents can connect, exchange experiences, and engage in local initiatives. It also supports the integration of new Warsaw residents, including people with migration or refugee backgrounds. Community Cup regularly hosts social, educational, and community-building activities.

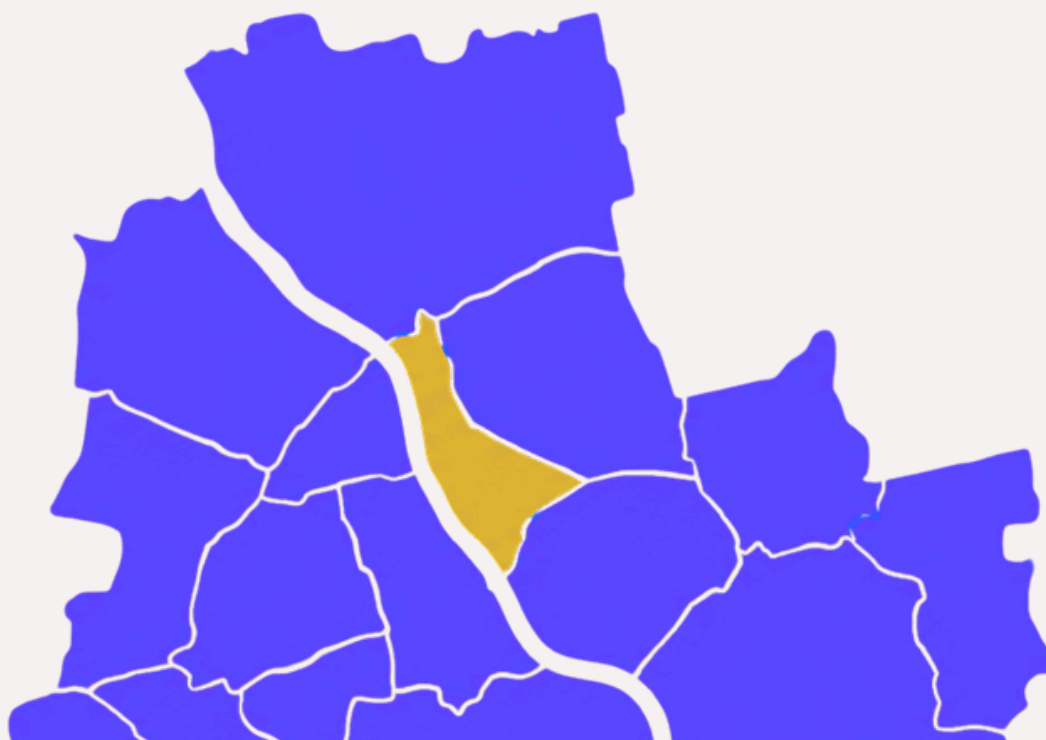


Praga Północ District

Community and Intercultural Institutions:

MORS – Intecultural Centre for Social Development

Warsaw Multicultural Centre

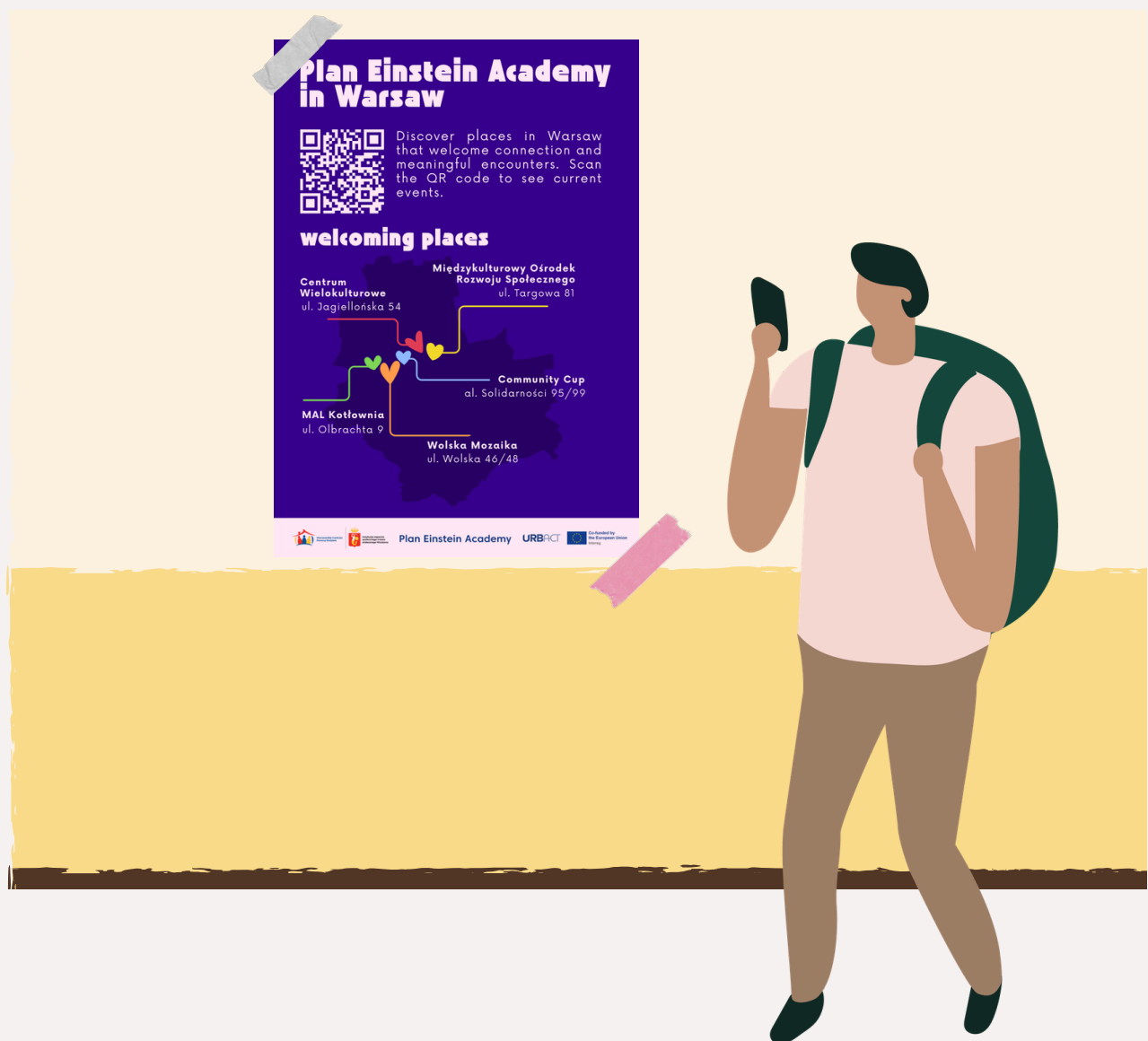


These institutions already embody elements of the Plan Einstein approach, including accessible, friendly, community-oriented spaces that enable meaningful encounters and the coexistence of local residents and newcomers, as well as collaboration with NGOs and municipal institutions. They also play a significant role in supporting migrant environments and offer a wide range of cultural, advisory, and social activities. Their openness, multilingual setting, and experience in working with newcomers create favourable conditions for piloting activities such as workshops, informal learning, intercultural events, and information sessions.

Through a QR code displayed on the poster (see the next page), users are directed to an online page with up-to-date information on integration, educational, and community-building events.

Importantly, promotional materials featuring the QR code are placed directly in these Welcoming Places, enabling newcomers and local residents to easily access reliable information in safe, friendly, and inclusive environments. This solution increases visibility and strengthens outreach.

Activities may be initiated and led by facilitators from one partner organisation and, by mutual agreement, hosted in another welcoming place. This flexible model helps reach a wider audience across different neighbourhoods.



Plan Einstein Academy in Warsaw



Discover places in Warsaw that welcome connection and meaningful encounters. Scan the QR code to see current events.

welcoming places

Centrum Wielokulturowe
ul. Jagiellońska 54

Międzykulturowy Ośrodek Rozwoju Społecznego
ul. Targowa 81

MAL Kotłownia
ul. Olbrachta 9

Community Cup
al. Solidarności 95/99

Wolska Mozaika
ul. Wolska 46/48

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Plan Einstein Academy



Wolska Mozaika

centrum wielokulturowe



Warszawskie Centrum
Pomocy Rodzinie



instytucja wsparcia
społecznego miasta
stołecznego Warszawy



MALKOTŁOWNIA

3.5 Strategic Priorities and Key Lessons for Implementation

The co-creation process, needs assessment activities, and pilot testing phase demonstrated that effective local integration in Warsaw depends less on large-scale institutional solutions and more on accessible neighbourhood-based activities, meaningful everyday interaction, and strong local cooperation.

Based on the testing experiences and community feedback, the Investment Plan focuses on three interconnected strategic priorities:

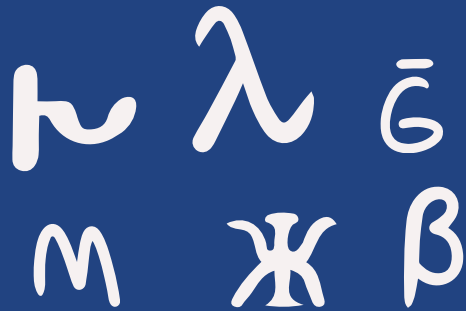
1. Strengthening the accessibility, visibility, and welcoming function of neighbourhood community;
2. Creating low-threshold opportunities for meaningful interaction between newcomers and local residents;
3. Improving cooperation and coordination between institutions, NGOs, and community actors.



The pilot activities and stakeholder consultations also highlighted several key implementation lessons:



Low-threshold and informal activities generate the strongest participation and engagement



Multilingual communication and local outreach are essential for accessibility



Neighbourhood-based spaces are the most effective environments for building trust and social connections



Flexible participation formats better reflect the everyday realities of participants



Sustainable implementation requires long-term cooperation between municipal institutions, NGOs, community spaces, and local leaders

These findings directly shaped both the strategic direction and the practical implementation approach of the Warsaw Investment Plan.

4. Intervention Logic

The pilot phase demonstrated that successful refugee inclusion requires more than individual support services. Community feedback and testing activities consistently highlighted the importance of accessible neighbourhood spaces, meaningful social connections, and stronger coordination between organisations supporting newcomers and local residents.

Based on these findings, the Warsaw Investment Plan translates the identified priorities into a set of concrete strategic objectives. While the first three objectives respond directly to challenges and opportunities observed during the pilot phase, the fourth objective reflects a longer-term strategic ambition that addresses one of the most pressing structural barriers to integration – access to stable and affordable housing.

The four strategic objectives (SO) are therefore designed to combine realistic short- and medium-term improvements with a longer-term vision for a more inclusive and welcoming city:

SO1. Strengthening the welcoming and inclusive function of existing neighbourhood spaces by adapting them for greater accessibility, visibility and everyday use by both newcomers and residents.

SO2. Creating and facilitating opportunities for meaningful encounters, relationship-building and community participation at neighbourhood level.

SO3. Enhancing cross-sector cooperation, coordination and referral pathways between institutions, NGOs and community spaces involved in refugee inclusion.

SO4. Exploring and promoting community-based co-housing solutions for local residents and asylum seekers as a long-term response to housing-related integration challenges.

Together, these objectives form a coherent pathway from community-based inclusion and institutional cooperation towards more sustainable and systemic solutions supporting the long-term integration of refugees in Warsaw.

Vision: To foster neighbourhood environments that provide open, welcoming spaces and shared, meaningful activities, enabling long-term residents and newcomers to meet, interact, and build positive relationships regardless of origin, status, or length of stay.

To deliver on this vision, we developed a number of strategic objectives in order to put the principles of Plan Einstein into practice in our city:

Strategic Objective 1	Strategic Objective 2	Strategic Objective 3	Strategic Objective 4
Strengthening the welcoming and inclusive function of existing neighbourhood spaces by adapting them for greater accessibility, visibility, and everyday use by both newcomers and residents.	To organise or facilitate activities for meaningful encounters in the neighbourhood.	Enhancing cross-sector cooperation between institutions, NGOs and community spaces.	Exploring and promoting community-based co-housing solutions for local residents and asylum seekers as a long-term response to housing-related integration challenges.
Specific objective 1.1. Improve the accessibility and usability of selected neighbourhood spaces Specific objective 1.2. Increase the visibility and recognisability of existing community spaces	Specific Objective 2.1. Organise or facilitate personal development activities bringing all people together as equals Specific Objective 2.2. Organise or facilitate diverse cultural and leisure activities bringing all people together as equals	Specific objective 3.1. Organise and develop networking and interchanging activities among actors dealing on the benefit of the foreigners in Warsaw	

5. Action Plan

Actions are defined under each of our strategic/specific objectives to deliver on the vision of the plan.

Specific objective 1.1. Improve the accessibility and usability of selected neighbourhood spaces

Action name	Description	Output indicator	Action Lead	Key partners	Resourcing needs	Timeframe
1.1.1. Accessibility audit of selected locations	Conduct an accessibility and usability audit of 5 selected locations (MAL Kotłownia, MAL Wolska Mozaika, MORS, Multicultural Centre, Community Cup Cafe) following Plan Einstein principles	Adapted welcoming places meeting minimum accessibility / usability criteria	City of Warsaw Administration Unit	MAL Kotłownia, MAL Wolska Mozaika, MORS, Multicultural Centre, Community Cup Cafe	Staff time (2–3 staff per space), simple audit checklist, translation support, small funds for printing and materials can be operated with existing resources.	November - December 2025
1.1.2. Improvement of accessibility	Introduce low-cost improvements in the same selected spaces: multilingual direction signs, accessible entrance guidance, clear internal layout description, adapted furniture arrangement, availability of small equipment (e.g., flipcharts, materials).	5 improved welcoming spaces open to the public	Managers of the 5 selected welcoming places under the City of Warsaw	Local Activity Places (MAL), IOM/NGOs, district office	Small refurbishment budget (signs, stickers, information boards), Translation and graphic support	from January 2026
1.3. Pilot “open hours” dedicated to informal visits and drop-in interactions	Organizing monthly guided visits to MAL centres – led by MAL activists to introduce refugees and migrants to local community spaces and encourage participation (first introduction for ice breaking)	1 guided visit per 1-2 months	MORS, MAL Kotłownia / MAL Wolska Mozaika, managers	Local Activity Places (MAL), MORS, IOM / NGOs	Local volunteers, community leaders	from January 2026

Specific objective 1.2. Increase the visibility and recognisability of community spaces among newcomers and residents

1.2.1. Prepare a multilingual <i>Neighbourhood branding elements, neighbourhood - Welcome Guide</i> (print + digital)	Introducing coherent communication tools (multilingual signage, simple level promotion) so that newcomers can easily associate and understand the purpose of these spaces	Multilingual "Neighbourhood Welcome Guide" (print + digital)	5 selected welcoming places MORS, MAL Kotłownia / MAL Wolska Mozaika	Local Activity Places (MAL), MORS, IOM / NGOs, district office	Creator/editor for content Translation and proofreading Small print run	from January 2026
1.2.2. Media information campaigns	Increasing visibility and awareness of the existing neighbourhood spaces to ensure that both newcomers and long-term residents understand that these places are open, accessible, welcoming and available for informal use as well as structured activities.	Short posts and banners on social media channels of MALs, MORS, Multicultural Center, Community Cup, City of Warsaw administration Unit	MORS, MAL Kotłownia / MAL Wolska Mozaika Multicultural Center, Community Cup managers	Local Activity Places (MAL), MORS, IOM/ NGOs, district office	Digital distribution tools, graphic designer / content creator, translation and proofreading (Ukrainian, Russian, English; optionally Georgian, Belarusian)	from January 2026

Objective 2.1. Organise or facilitate personal development activities bringing all people together as equals

2.1.1. English Speaking Club	Meetings at an open welcoming place to provide English practice and social interaction.	1 regular meeting per a week, 30 participants per year	Multicultural Centre/MORS	MORS, Multicultural Centre, Community Cup, MALs	Teaching staff, small print run	from January 2026
2.1.2. Entrepreneurship courses	A course in entrepreneurship, aimed at locals and asylum seekers.	1-2 courses per year; 15 participants per year	WCPR MORS	MORS, Multicultural Centre	Budget for funding, staff time for coordination, staff coordination, light refreshments	November 2025
2.1.3. Speedfriending	Language tandems (foreigners + native speakers volunteers) – regular conversational meetings fostering both linguistic and intercultural exchange.	2 meetings per month	Multicultural Centre, MORS	MORS, Multicultural Centre, KIK, Community Cup	Volunteers	from February 2026

2.1.4. Multigeneration Club	Integration meetings of foreigners and local residents (different ages) aimed at building the sense of belonging	2 meetings per month 2-3 volunteers engaged	MORS, Multicultural Centre	Community Cup, MORS, Multicultural Centre	Available spaces for learning, teaching staff	from January 2026
2.1.5. Polish Speaking Club	Regular meeting aimed at raising the language and professional skills of foreigners to a level that enables free communication in everyday life and on the labour market	Weekly classes	MORS	NGOs, MORS	Small print run, available spaces for learning	from October 2025
2.1.6. Practical Career Workshops	Designing and holding interactive workshops guided by professional career adviser	1 workshop / series of workshops per 1-2 months	MORS	NGOs, MORS	Career adviser, staff time for outreach and registration support	from December 2025

Specific Objective 2.2. Organise or facilitate diverse cultural and leisure activities bringing all people together as equals

2.2.1. Organising 5 selected welcoming places	Launch low-threshold regular activities (language cafés, open tables, hobby circles) in the selected welcoming places	Information posts on FB / monthly available schedules of activities	MORS, MAL Kotłownia / MAL Wolska Mozaika, Multicultural Center, Community Cup	MORS, MALs, Multicultural Centre, IOM, NGOs	Resourcing needs, facilitators (paid or volunteer), basic supplies (tea/coffee, materials), space availability	from January 2026
2.2.2. Resilience sessions	Increasing the resilient abilities through using special techniques and creative tasks that allow recharge and find inner support.	Monthly available schedules of activities	MORS	Multicultural Centre, MORS	Facilitators (paid or volunteer), basic supplies (tea/coffee, materials), space availability	from February 2026
2.2.3. International Refugee Day	Promoting integration activities to improve attitudes /narratives toward foreigners	1 event per year	WCPR, MORS, MALs, Multicultural Centre, IOM, NGOs	MORS, MALs, Multicultural Centre, IOM, NGOs	Budget for funding, staff time for coordination, facilitators (paid or volunteer)	June 2026

2.2.4. Integration activities for children, such as "Together"	Organising integration for kids activities to improve to improve communication abilities and emotional well-being	Weekly	WCPR, MORS	Facilitators (paid or volunteer)	WCPR, MORS, NGOs	from October 2025
2.2.5. Music Club/Multicultural Music Meetings in Warsaw	Integration meetings through music, conversation and cultural exchange for migrants and locals	1-2 meetings held per month	Multicultural Center	MORS, MALs, Multicultural Centre, IOM, NGOs	Venue, facilitator, music equipment, refreshments	from February 2026
2.2.6. "Everyday life in Poland" meetings	workshops and discussions about daily life, culture and communication in Poland	1 meetings held per month	Multicultural Center	MORS, MALs, Multicultural Centre, Community Cup	Meeting space, refreshments, educational material	from February 2026
2.2.7. POLigloci – Open Polish Language Lessons and Intercultural Meetings	Open Polish language lessons for English-speaking participants, combined with intercultural integration events co-created with migrants sharing traditions and culture of their countries.	Weekly, on Saturdays (approx. 10 intercultural meetings; 10-20 participants involved)	MAL Wolska Mozaika	MORS, MALs, Multicultural Centre, NGOs	Trainers, venue, educational materials, promotional support, refreshments, interpretation and coordination support	from April 2026
2.2.8. YoungArt Space – International Creative Course for Youth	Creative and intercultural workshops for young people aimed at strengthening social integration, creativity, artistic skills, and community engagement through arts and crafts activities.	Weekly, approx. 10 workshops organized; 10-20 participants	MAL Kotłownia	MORS, MALs, Multicultural Centre, Community Cup	Trainers, workshop space, art materials, promotion	from April 2026

Specific objective 3.1. Organise and develop networking and interchanging activities among actors dealing on the benefit of the foreigners in Warsaw

3.1.1. Networking session	Organize recurring knowledge-exchange events where actors from various sectors present best practices, discuss challenges, and build professional relationships. Sessions may include case studies, peer-learning activities, and collaborative problem-solving workshops to strengthen cooperation	2 events per year	WCPR	WCPR, MORS, MALs, Multicultural Centre, IOM, NGOs, public institutions for social support	Facilitator, moderator, event space and logistics, documentation and reporting support	March, November 2026
3.1.2. Develop a Shared Information and Referral System	Design a simple, multilingual, and accessible referral system enabling institutions, NGOs, and community spaces to connect people to services more efficiently. Includes mapping available services, defining referral pathways	2 updates	WCPR	WCPR, MORS, MALs, Multicultural Centre, IOM, NGOs, public institutions for social support	Staff time for content creating / updating	March, November 2026

Strategic Objective 4. Exploring and promoting community-based co-housing solutions for local residents and asylum seekers as a long-term response to housing-related integration challenges.

4.1. Develop a Co-Housing Model	Design a participatory co-housing model that integrates local residents and foreigners, outlining governance, shared spaces, community rules, and support services	Co-housing model completed	City of Warsaw (Municipality office)	WCPR, MORS	Governmental, Legal and administrative support	Long-term
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6. Implementation framework

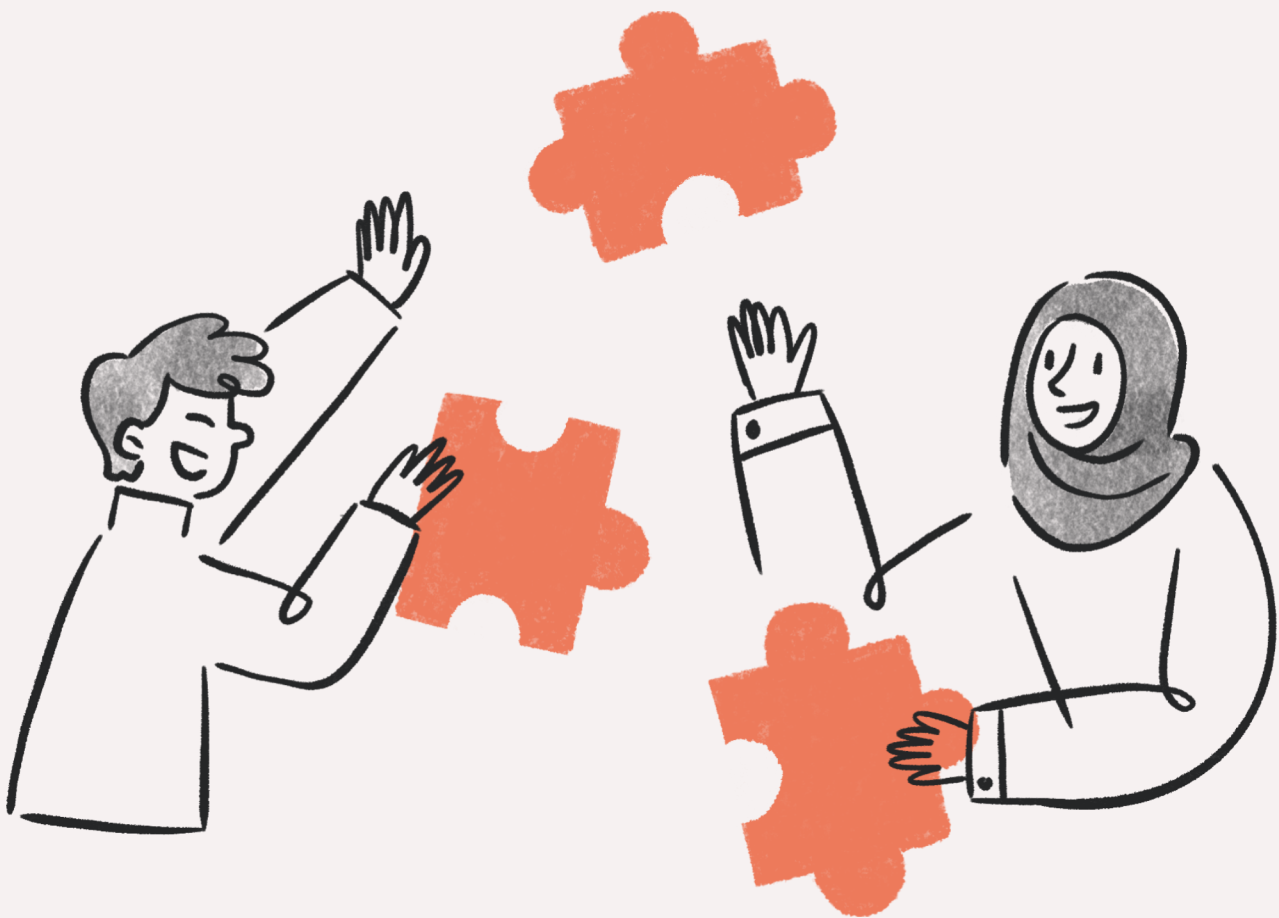
This part defines how Warsaw will implement the Investment Plan: it sets the governance arrangements, financing approach, detailed planning for priority actions, an implementation timeline, a monitoring framework and an assessment of principal risks with mitigation measures. The framework focuses on achievable interventions during the adapt and re-use phases (January 2026 – July 2026) while outlining preparatory work for longer-term ambitions (co-housing) and perspective implementation of Plan Einstein elements in Warsaw.

Future governance

Effective implementation of the Investment Plan requires a governance structure that is both realistic in the Warsaw context and proportionate to the scale of the project. At the strategic level, overall oversight is to be ensured by a small but representative steering group composed of the key institutions involved in social integration (Warsaw Family Support Center as lead, the City Municipality, the Warsaw Labour Office, Department for Social Integration of the Ministry of Family, Labour and Social Policy), together with one representative from the ULG and one from the NGO sector. This body will provide strategic direction, approve major implementation and funding decisions, review progress, and act as the main interface with the city administration and potential funders. Meeting quarterly ensures that the group remains operationally feasible while still offering regular strategic supervision.



At operational level the coordination will be carried out by an implementation unit hosted by WCPR. This unit will include the Project Coordinator, two Pilot Site Leads (Wola and Praga-Północ), active partners of ULG, community organisations, IOM, the Multicultural Centre, MALs, and resident representatives. The unit will be responsible for coordinating partners, managing procurement and micro-grants, overseeing pilot delivery, and reporting to the steering group. Operational meetings will be held bi-monthly during the Project timeline and less frequently afterwards.



Decision flow and accountability

Implementation Unit prepares detailed plans and budgets → ULG gives operational feedback → Steering Group approves major reallocations, project changes and funding proposals. The M&E focal point reports progress and key risks monthly to the Implementation Unit and quarterly to the Steering Group.

Financing

Financing principles: Prioritise co-financing and blended funding: municipal in-kind contributions (space, staff time), small municipal allocations (microgrants), EU sources (ESF+, URBACT, national/regional operational programmes), philanthropic foundations, corporate sponsorships, and partner co-funding.

Indicative funding sources: municipal: WCPR operational budgets, district small grants, in-kind use of public premises; EU / national: ESF+ calls for social inclusion and training; URBACT transfer funding and networking grants; local infrastructure calls (if co-housing considered), microgrants; corporate social responsibility sponsorship for specific events, equipment.



Actions requiring significant investment

Co-housing model (Strategic Objective 4 / Action 4.1. / Action 5.1.): likely to require capital investment (building/refurbishment), legal/administrative costs, long-term operating subsidy. This action should be considered for a dedicated funding application (national housing funds, EU funds, social investment instruments) and sustained staffing for Implementation Unit, if project scales beyond voluntary capacity.

Detailed action planning

Actions requiring immediate and detailed planning are:

1. Pilot space adaptations (Specific Objective 1.i)

Deliverables: audit report, low-cost remedial works (signage, layouts), monthly open hours.

Steps: conduct audit (Nov–Dec 2025) → implement adaptations (Jan–July 2026) → evaluate (July 2026).

2. Visibility & outreach campaign (Specific Objective 1.i.i / Action 2.2)

Deliverables: welcome guides, multilingual signage, social media campaign, local ambassadors.

Steps: develop content (Dec 2025–Jan 2026) → pilot distribution (Feb–Mar 2026) → monitor reach and adapt.

3. Personal development & inclusive activities (Specific Objective 2.i; 2.1.1–2.1.6)

Deliverables: course schedules (English, entrepreneurship), Polish speaking club, career workshops.

Steps: confirm facilitators and calendar (Jan 2026) → run first cycle (Jan–Apr 2026) → collect feedback and adapt.

4. Networking & referral system (Strategic Objective 3)

Deliverables: two networking events per year; a simple shared, multilingual referral map and live directory.

Steps: design structure (Q1 2026) → build minimal digital/paper directory / map (Q2 2026).

5. Co-housing: feasibility → model development (Strategic Objective 4)

Deliverables: feasibility study, stakeholder consultation, draft governance & financing model.

Steps: commission feasibility & legal study (Q4 2026) → project concept and funding application (2027).



Monitoring framework

Purpose: measure progress against objectives and collect learning to adjust implementation.

Core indicators

Access & space use: # of adapted spaces; # of open hours; user satisfaction rate (pax satisfaction $\geq 70\%$ target).

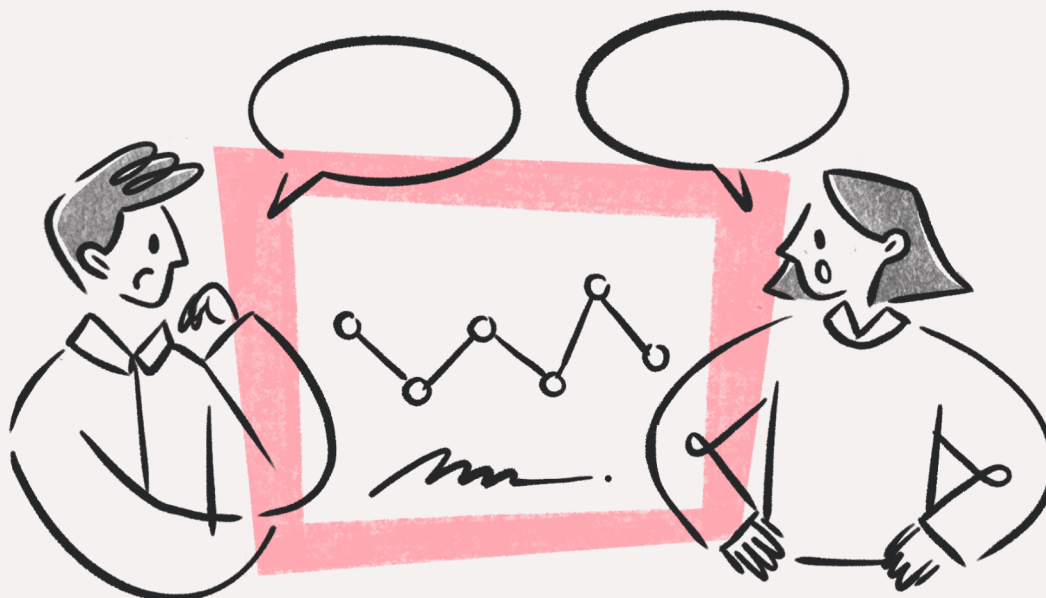
Visibility & outreach: # of welcome guides distributed; social media reach; # newcomers reporting awareness via campaign.

Participation & inclusion: # of low-threshold activities/bi-month; total participants per quarter; % of mixed groups (locals + newcomers).

Capacity & cooperation: # of cross-sector networking events; # of partners using the referral system.

Learning & quality: qualitative case studies; beneficiary testimonies; external evaluation report.

Data collection methods: simple post-event anonymous surveys (digital/print), QR codes for instant feedback; attendance registers (voluntary), quarterly partner reports (short templates), semi-structured interviews/focus groups (at the end of pilot).



The Investment Plan's implementation framework prioritises achievable, place-based actions that can be delivered within current capacities while preparing the groundwork for more ambitious measures. This pragmatic, phased approach ensures that the Investment Plan produces measurable local benefits rapidly, while building the experience and partnerships necessary to pursue longer-term goal.

Implementation Risk Assessment

Risk	Likelihood	Impact	Mitigation
Insufficient funding for recurring activities	Medium	Medium - high	Prioritise microgrants; diversify fund sources; partner co-funding; small membership fees for non-vulnerable users only.
Low participation due to working hours/time poverty	High	Medium	Offer flexible timings (evenings/weekends); rotate schedules; provide childcare support where feasible.
Key volunteer/facilitator availability (e.g., speaking clubs, resilience sessions)	High	Medium	Recruit backup facilitators; modest facilitator stipend; training of volunteers.
Space constraints / competing uses of municipal premises	Medium	Medium	Agree on formal time-slot allocations with district offices; use multiple micro-sites; social spaces, cafés.
Political/regulatory constraints for co-housing	High	High	Frame co-housing as exploratory; pursue feasibility study; build broad stakeholder coalition; seek non-municipal funding streams.