

UNHCR Evaluation Management Response			
Evaluation title:	Evaluation of the Welcome. Working for Refugee Integration Programme		
UNHCR evaluation reference:	EvO/2025/10 (Decentralised)		
Entity that commissioned the evaluation:	UNHCR Italy MCO		
Due date of Management Response:	17 October 2025		
Coordinator of Management Response:	Susan Bird		
Management Response approved by (<i>senior manager in commissioning office</i>):	Name: Chiara Cardoletti	Job title: Representative	Country/Office: MCO Italy
Date submitted to EvO:	4 September 2025		

General comments on the evaluation:	<p>The report presents a thorough and highly relevant summative and formative evaluation of the Welcome. Working for Refugee Integration Programme. It fulfils the main purpose for which it was designed, as well as details the structure, functions, and collaborations inherent in Welcome and the labor inclusion pathways. The findings provide the evidence sought on the performance and analysis of lessons learned, enabling the MCO to conclusively present Welcome as a means to improve the labor market integration of refugees. The recommendations are clear, appropriate and actionable. Given the collaborative design of Welcome, we appreciate the inclusion of recommendations for stakeholders as well. The evaluation was implemented through an innovative, participatory methodology, ensuring the voices of a range of stakeholders and a resulting report that is balanced and reflects the whole-of-society approach.</p>
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RECOMMENDATION 1:	Build on and strengthen collaboration with local communities, municipalities, businesses and CSOs to ensure that programming is responsive to the needs of refugees and asylum seekers.
Management response:	<input checked="" type="checkbox"/> Agree <input type="checkbox"/> Partially agree <input type="checkbox"/> Disagree
Reasons (if partially agree or disagree):	<i>[add only if partially agree or disagree was selected]</i>

* UNHCR will assess the performance of the current action in December 2025. Following this, UNHCR will either continue the same action or adapt it based on findings to improve results.

Unit or function responsible:		UNHCR MCO Italy Welcome Programme Lead				
Top-line planned actions		By whom	Comments	Expected completion date	Progress	
					Status	Comments
1	Continue diversified outreach and communication to businesses, NGO/CSOs, refugees, government at all levels, and academic institutions for awareness raising, advocacy and expansion of Welcome.	MCO Italy and PSP	1.Gather and publish stories from different sectors about their experiences with job inclusion pathways as examples to others (website, annual report, media). 2.Create “champions” from corporate sector to serve as examples, help recruit other peer stakeholders, and advocate for increased support from local and national government. 3.Expand collaboration with business and cooperatives associations to increase outreach with members.	First assessment December 2025* Final completion December 2026	Ongoing	Sub-actions 1 and 3 ongoing. Sub-action 2 to start in 2026.
2	Utilize the partnership with MoL in the context of the AMIF funded project to increase advocacy for improving refugee employment.	MCO Italy	1.Include discussion of structural barriers to employment and recommendations for change in regular update and monitoring meetings. 2.Create a forum with relevant stakeholders (i.e. MoL, Mol, Business associations, UNHCR “champions”, NGOs) for the exchange on refugees’ job inclusion aimed at finding solutions to relevant challenges. 3. Support MoL in promoting refugee job inclusion programmes in specific labour market sectors (i.e. Tourism).	December 2026 or as appropriate according to AMIF monitoring	Ongoing	Three years AMIF project expected start in November 2025. To be confirmed
3	Strengthen feedback loops with businesses, NGO/CSOs and refugee participants to detect achievements and challenges in a timely manner.	MCO Italy	1.Reinforce the feedback tools for business on the programme and on the job inclusion barriers (i.e. welcome award candidature form and open feedback form to be published on the website). 2.Structure in-depth assessment session (one per year) on the programme with NGOs part of the WelcomeNet. 3.Develop a focus group of refugees navigating Welcome-in-one-Click to better detect problems and timely solutions.	Final completion December 2026	Beginning	
RECOMMENDATION 2:		Create stronger links to services on key issues directly related to labour market integration, with emphasis on refugee health and mental health, housing, and social protection benefits				
Management response:		<input checked="" type="checkbox"/> Agree <input type="checkbox"/> Partially agree <input type="checkbox"/> Disagree				
Reasons (if partially agree or disagree):		<i>[add only if partially agree or disagree was selected]</i>				
Unit or function responsible:		UNHCR MCO Italy Welcome Programme Lead				

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Top-line planned actions		By whom	Comments	Expected completion date	Progress	
					Status	Comments
1	Create diversified strategy to target and assist job seekers with different profiles and vulnerabilities.	MCO Italy	1.Develop targeted outreach and labor inclusion pathways for job seekers with high levels of education and/or skills, including UNICORE scholarship graduates. 2.Reinforce competencies of the social operators supporting refugees with specific vulnerabilities in accessing the labour market. 3. Strengthen awareness about highly or specifically skilled refugee workers among national and local relevant stakeholders. 4. Create a database to collect data voluntarily provided by refugees who have benefited from the programme, in order to share with them new opportunities created by the programme itself.	First assessment December 2025* Final completion December 2026	Ongoing	UNHCR/Adecco Foundation initiated these actions in March 2025.
2	Increase awareness and access to resources on mental health support.	MCO Italy	1.Organize information/training sessions to businesses about job inclusion support for refugees with mental health disease. 2.Include the topic of job inclusion in the activities related to the implementation of the Vademecum on vulnerable persons. 3.Organize an informative session with WelcomeNet members for sharing best practices or relevant experience on Mental health support in job inclusion process	December 2026	Beginning	
3	Strengthen awareness and access to resources regarding refugees' access to housing.	MCO Italy	1.Organize a dedicated session on housing in the national forum mentioned at recommendation 1, action 2, sub-action 2 2.Organize an informative session with WelcomeNet members for sharing best practices or relevant experience on housing also including relevant actors working on this topic. 3. Organize information/training sessions to businesses about best practices implemented by NGOs and/or other companies for supporting housing solutions for refugee workers.	December 2026	Beginning	
RECOMMENDATION 3:		Engage in advocacy to endorse and encourage good practice exemplified in the Welcome experience across other institutions that are responsible for refugee integration. This will involve making the case that labour market integration is deeply affected by the wider integration challenge				
Management response:		<input checked="" type="checkbox"/> Agree <input type="checkbox"/> Partially agree <input type="checkbox"/> Disagree				
Reasons (if partially agree or disagree):		<i>[add only if partially agree or disagree was selected]</i>				
Unit or function responsible:		UNHCR MCO Italy Welcome Programme lead				

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Top-line planned actions		By whom	Comments	Expected completion date	Progress	
					Status	Comments
1	Continue advocacy and engagement with the Mol for implementation of the National Integration Plan.	MCO Italy	1.Participate in the drafting and follow up for development of the new National Integration Plan, promoting relevant recommendations related to refugees' job inclusion, including the development of a system for profiling refugees' professional and educational backgrounds, to be implemented promptly in the reception system 2.Reiterate interest/expertise for inclusion in a Working Group on Integration led by the Mol.	First assessment December 2025* Final completion December 2026	Ongoing	UNHCR contributed to drafting the previous and current National Integration Plans, however with limited prospects for implementation.
2	Encourage local governments to recognize and adopt the Welcome model in local inclusion strategies.	MCO Italy	1.Build local coordination fora facilitated by WLO and in cooperation with municipalities, including other relevant stakeholders, businesses and local WelcomeNet members. 2.Present the Welcome Programme to Region representatives, advocating for their involvement. 3.Ensure the Welcome programme becomes a systematic and structured component of the Spazio Comune programme.	First assessment December 2025* Final completion December 2026	Ongoing	
3	Promote the Welcome programme as a good practice at the domestic, European and global levels.	MCO Italy, RBE and Evaluation Office	1.Communicate the results of the Welcome evaluation to business, refugee, NGO/CSO, and government stakeholders. 2.Organize webinars/informational sessions to communicate the results of the current evaluation to UNHCR operations, the Tent Partnership and others. 3.Seek opportunities for communicating evaluation results through the media (i.e. Press releases, mention or participation in podcasts).	December 2025	Beginning	

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