



HumanityHub

Where Cultural Inclusion Meets Economic Empowerment

Impact Report

Deliverable D4.2.

ACT GROUP



Social
Innovation 
Initiative



Co-funded by
the European Union





HumanityHub

Where Cultural Inclusion Meets Economic Empowerment



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**Social
Innovation** ⊕
Initiative



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Summary of the Project

Humanity Hub is a transnational project focused on addressing the economic and social integration challenges faced by Ukrainian refugees in Croatia and Italy. The social innovation stems from a comprehensive understanding of the specific needs and difficulties encountered by these refugees. Humanity Hub aims to tackle these challenges through a comprehensive and holistic approach that combines multiple support mechanisms. The project focuses on enhancing economic and social integration through three primary avenues: 1) psychosocial support and cultural orientation, 2) entrepreneurial education and acceleration program, and 3) a robust peer support system for employability opportunities. This innovative model, as the individual and tailored approach, is designed to foster resilience, self-sufficiency, and community cohesion among Ukrainian refugees by addressing their immediate and long-term needs. By combining tailored interventions for economic, social, and psychological support, the project seeks to create a sustainable model for refugee integration that can be replicated in other contexts.

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Executive summary

Deliverable D4.2 reports on the impact of the HumanityHub project, implemented by the consortium of RCT (coordinator), ACT Group and CSC between 10 April 2025 and 10 October 2026. Its objectives are to: assess the changes generated for Ukrainian refugees in Croatia and Italy, as final recipients, and for the partner organisations; evaluate the project's contribution to those changes; derive lessons learned and recommendations to support sustainability, transferability and scaling of the tested social innovation.

It piloted an integrated, human-centred support model through four work packages: WP5: job-inclusion training and Job Club (Italy); WP7: certified language training and psychosocial and career-planning support (Croatia); WP8: bilingual entrepreneurial education (Croatia and Italy); WP9: the Zlet accelerator programme for refugee entrepreneurs (Croatia). Impact was assessed using a Theory of Change and Five Dimensions of Impact, using qualitative and quantitative data. All planned outputs were delivered, and several targets were exceeded. 80-102 documented participations were recorded, approximately 128% of the Grant Agreement targets. WP8 engaged 40 participants against a target of 20, and the three community events reached 82 participants against a target of 60. Participants reported improvements of 2 points or more on Likert scales across most measured domains, including legal and administrative literacy, job-search capacity, self-efficacy, social connectedness and entrepreneurial competences. Satisfaction exceeded the target values (9.0–9.7/10 in WP5, WP7 and WP9, and 8/10 in WP8). 20 certified Croatian language qualifications, new employment, a new business launch, recruitment of new staff and a new international cooperation enquiry. Most participants stated that the changes would not have occurred without the programme, which indicates substantial additionality. The action demonstrated the added value of an integrated approach to refugee integration. It strengthened participants' autonomy, employability, entrepreneurial capacity and social inclusion, and contributed to SDGs 3, 8, 10 and 17. The key recommendations concern allowing sufficient implementation time, participatory design, cultural mediation, flexible delivery and locally contextualised entrepreneurial support.

What is Social Impact

Every day, our actions and decisions create, change, or destroy value. There is growing recognition that we need to look beyond financial and operational results and understand the **social, economic and environmental value created through our activities**. **Social impact** refers to the changes – positive or negative, intended or unintended – that occur as a result of an organisation’s activities – project – while social value captures the broader benefits these changes generate for people and society (The SROI Network, 2012: 6).

Understanding what difference is being made, for whom, how much change is taking place, and whether that change can be attributed to an intervention such as social innovation is becoming increasingly important. Measuring and managing social impact enables organisations not only to demonstrate the value they create, but also to learn from their activities, improve decision-making, allocate resources more effectively, and increase the positive change they seek to achieve (OECD/European Union, 2024).

This is relevant across sectors. Civil society organisations need to understand and demonstrate the change they create; governments and public institutions need evidence that investments and commissioned services generate meaningful social value; investors increasingly seek assurance that their capital contributes to positive outcomes; and private businesses are recognising that their wider social and environmental effects can represent both risks and opportunities (The SROI Network, 2012: 6).

“Impact is a change in an outcome caused by an organisation or project intervention. An impact can be positive or negative, intended or unintended. An outcome is the level of well-being experienced by an individual or group of people, or the condition of the natural environment” ([Impact Frontiers](#)).

Social Impact Measurement and the Purpose of This Report

Impact measurement and management is the process of identifying the positive and negative impacts that an enterprise has on people and the planet, and then

reducing the negative and increasing the positive. To be more precise, it refers to the process by which an organisation understands, acts on and communicates its impacts on people and the natural environment, in order to reduce negative impacts, increase positive impacts, and ultimately to achieve sustainability and increase well-being ([Impact Frontiers](#)).

“Social impact measurement aims to assess the social value produced by the activities of any for-profit or non-profit organisation. It is the process of understanding how much change in people’s well-being or the condition of the natural environment has occurred and can be attributed to an organisation’s activities” (OECD, 2023, according to OECD/European Union, 2024).

With this in mind, the **purpose** of this Impact Report is to measure and assess the impact generated by the **HumanityHub project** as a piloted **social innovation**, identify the changes resulting from its implementation, and capture the lessons learned from the testing process. The HumanityHub project was co-funded by the European Union and implemented by a partnership of three organisations: the Rehabilitation Center for Stress and Trauma (RCT), ACT Group (AG), and Centro per lo Sviluppo Creativo “Danilo Dolci” – Ente del Terzo Settore (CSC). The project was implemented from 10 April 2025 to 10 October 2026. The report aims to provide evidence on the positive and negative impacts generated by the project activities, with particular attention to their with particular attention to the experiences and outcomes of **Ukrainian refugees** – as main beneficiaries of the project – who were forced to flee Ukraine following the outbreak of the war in 2022 and sought protection and support in Italy and Croatia.

Based on the impact measured through the selected methodology, the report provides an analysis and overall assessment of the results achieved through the **HumanityHub** intervention. In addition to documenting the generated impact data, the report translates the findings into **lessons learned** and **recommendations** for improvement, sustainability, and potential scaling of the tested social innovation. In this way, the report supports informed decision-making and contributes to the further development and maximisation of the intervention’s social impact among its target groups. The Impact Report therefore serves both an accountability and learning purpose: it documents the impact achieved through the project while also supporting the management of impact and informing future actions related to the development, improvement, and potential scaling of the tested social innovation.

Methodological Approach

The Impact Report applies **two complementary methodological frameworks** to assess and interpret the changes generated through the implementation of the HumanityHub project. First, a **Theory of Change** is reconstructed for the project as a whole. It sets out the problem the project was designed to address, the inputs mobilised, the outputs produced, the short- and medium-term outcomes observed, and the long-term outcomes as impact towards which those outcomes contribute. Second, the impact of the project is assessed through the **Five Dimensions of Impact** developed by Impact Frontiers, which structure impact analysis around five questions: What outcomes does the project contribute to? Who does it affect? How much change occurs? What is the project's contribution to that change relative to what would have happened anyway? And what risks does the project face in seeking to create impact? This structure is applied to HumanityHub as a whole, with work-package evidence used throughout.

The report covers the four main work packages in which social innovation as holistic approach were piloted directly with beneficiaries:

WP5 – Employment, opportunities, challenges, response (set-up and pilot test). Objective: to pilot test solutions for challenges related to the lack of employment opportunities for Ukrainian refugees in Italy,

WP7 – Pilot testing of the programme of psycho-social support. Objective: to pilot test solutions for challenges related to the lack of psychosocial support for refugees in Croatia, and to adapt, translate and publish the training programme for active career planning through education, employment and self-employment, together with language course.

WP8 – Human-centred entrepreneurial education: basic entrepreneurial education. Objective: to pilot test solutions for challenges related to the lack of entrepreneurial skills among Ukrainian refugees in host country Italy and Croatia.

WP9 – Human-centred accelerator: entrepreneurial support programme.
Objective: to pilot test solutions for challenges related to the lack of entrepreneurial support for businesses run by Ukrainians in Croatia.

The impact assessment therefore considers changes generated at **two levels: (1) the individual level and (2) the organisational level**. At the individual level, the assessment examines changes experienced by beneficiaries participating in the support programmes, including changes in knowledge, skills, confidence, well-being, employment-related capacities and entrepreneurial capacities, as relevant to each Work Package. At the partner-organisation level, the impact assessment also considers the effects of the project on the staff members of partner organisations. The assessment therefore considers not only the direct effects on beneficiaries but also the extent to which implementation of the HumanityHub interventions contributed to the capacity of partner organisations. Furthermore, at organisational level, the assessment considers the learning and capacity-building generated for partner organisations acting as support providers and implementing the piloted social innovations. Furthermore, at the enterprise level, as the enterprises involved in WP9 are owned and operated by Ukrainian refugees, changes in the knowledge, skills, confidence and entrepreneurial capacities of participating beneficiaries may translate into changes in the development and future prospects of their businesses. Lastly, where relevant, the assessment also considers potential effects and learning for other stakeholders engaged through the project's activities and support mechanisms.

Data Collection and Instruments

To operationalise the impact measurement, a combination of **quantitative and qualitative data collection instruments** was developed and implemented. The primary instrument was a questionnaire incorporating **closed-ended questions, open-ended questions and self-assessment questions using Likert-scale measures**. The combination of quantitative and qualitative approaches enabled the assessment to capture both measurable changes and beneficiaries' own perceptions and experiences of change.

Data were collected at different stages of the support interventions, including pre- and post-intervention measurement. Pre-intervention data provided a baseline for assessing beneficiaries' initial needs, expectations and self-assessed capacities. Post-intervention data were then used to identify changes following participation in

the respective support programme and their level of satisfaction. The qualitative component was particularly relevant for capturing beneficiaries' own accounts of change, including the changes they perceived, experienced and attributed to their participation in the HumanityHub activities. During programme implementation, participants' experiences, engagement, reactions to the content, and identified needs were monitored by support providers using mixed methods, such as observations by the mentors during support, verbal feedback from participants collected during programme implementation, informal contact and communication between participants and mentors, and voluntarily shared written feedback and messages from participants.

The impact measurement and data collection process was conducted from May 2025 to October 2026. Across the four Work Packages covered by this Impact Report, impact-related data were collected from beneficiaries participating in the respective pilot activities, and from partner organisations.

All data collected for the purposes of impact measurement were treated in accordance with applicable data protection, ethical research and confidentiality requirements, including the principles of the General Data Protection Regulation (GDPR) and relevant EU requirements. For the purposes of this Impact Report, all individual-level data have been anonymised and aggregated, and no information enabling the direct identification of individual beneficiaries is presented. The analysis therefore focuses on aggregated findings and reported changes rather than individual participants. This approach aims to protect the privacy and confidentiality of beneficiaries while ensuring that the evidence generated through the impact measurement process can be used for learning, accountability and further development of the tested social innovations.

The findings presented in this report should be understood primarily as evidence of self-reported and observed changes associated with participation in the HumanityHub interventions. The pre- and post-intervention design provides a basis for identifying changes over the course of participation, while qualitative responses provide additional deepened insight into how beneficiaries experienced and perceived those changes. Lastly, it is important to note that some participants reported higher baseline scores in some competency domains in the baseline survey, indicating a relatively strong starting position and, consequently, less scope for substantial measurable improvement. Therefore, more moderate changes in these areas should not be interpreted as an indication of limited effectiveness or failure of the project or

its activities. Rather, the results should be considered in light of the participants' initial level of knowledge, skills, and confidence, where maintaining and further strengthening already well-developed competencies may itself represent a positive outcome. Thus, qualitative evidence provides particularly valuable insight into the programme's contribution and the changes experienced by participants. The areas of change, benefits, and contributions highlighted by participants therefore provide important complementary evidence of the programme's impact.

The Concept of Social Innovation

Definition of Social Innovation

According to the European Commission, **social innovation** can be defined as “the development and implementation of new ideas (products, services and models) to meet social needs and create new social relationships or collaborations. It represents new responses to pressing social demands, which affect the process of social interactions. It is aimed at improving human well-being. Social innovations are innovations that are social in both their ends and their means. They are innovations that are not only good for society but also enhance individuals' capacity to act” (European Commission, 2013).

According to this definition, **HumanityHub** can be understood as a **social innovation** that tested new approaches to supporting Ukrainian refugees in the local contexts of Croatia and Italy. The project responded to the specific and evolving needs of a newly emerged vulnerable target group by combining psychosocial, social, cultural and economic support in a holistic, human-centred approach. The project brings together complementary forms of support designed to respond to the interconnected social, psychological and economic barriers experienced by the target group. The **innovative character of HumanityHub** lies particularly in its integrated and individual-centred approach. The project combines three complementary areas of intervention:

1. Psychosocial support and cultural orientation, addressing psychosocial well-being, adaptation and participation in the host society;
2. Entrepreneurial education and an acceleration programme, supporting the development of entrepreneurial knowledge, skills and capacities and providing targeted support to Ukrainian refugees who are developing or running businesses; and

3. Peer support and employability opportunities, facilitating access to employment-related opportunities, knowledge exchange, networks and support among beneficiaries.

Through testing these approaches in practice, the project sought to generate **new forms of social connection, mutual support and participation**, while responding to the specific circumstances and needs of Ukrainian refugees. The innovation therefore lies both in the target group addressed and in the way **different forms of support** were brought together to facilitate social and economic integration. These components are designed to respond to different but interconnected dimensions of Ukrainian refugee integration. The approach recognises that economic participation and self-sufficiency may be influenced not only by access to employment or entrepreneurship opportunities, but also by psychosocial well-being, confidence, knowledge, social connections and the ability to navigate the host-country environment. By combining these dimensions within one intervention model, HumanityHub seeks to address the needs of beneficiaries in a more comprehensive and coordinated manner. The HumanityHub project ran for **18 months**.

Social innovation is inherently based on experimentation, testing and learning, and therefore not every intervention can be expected to produce the intended results or achieve all planned indicators. Piloting new approaches involves a degree of uncertainty, as solutions are tested in real-life contexts and with diverse target groups whose needs, circumstances and responses may differ. Challenges, unexpected outcomes and limitations are therefore an integral part of the social innovation process rather than necessarily representing failure. In the context of HumanityHub, the pilot activities provided an opportunity to test different approaches, identify what worked well and what required adaptation, and understand the risks and barriers that may affect implementation. Experimentation, reflection and learning from both successes and challenges are fundamental to the social innovation approach, as they generate evidence and lessons that can inform the improvement, sustainability and potential scaling of tested solutions.

Theory of Change

Problem Statement

The war of aggression against Ukraine has displaced very large numbers of people to EU Member States under temporary protection. According to Eurostat (2026), as of 31 July 2026, a total of 4.43 million non-EU citizens who had fled Ukraine were under temporary protection in the EU. More specifically, Eurostat data available as of June 2026 (see *Photo 1*) show that Croatia was hosting approximately 30,000 people from Ukraine under temporary protection, while Italy was hosting 51,105. Although the Temporary Protection Directive grants Ukrainians fleeing the war the right to establish themselves in the EU, this does not eliminate the challenges they face in achieving social inclusion and integrating into the labour market.

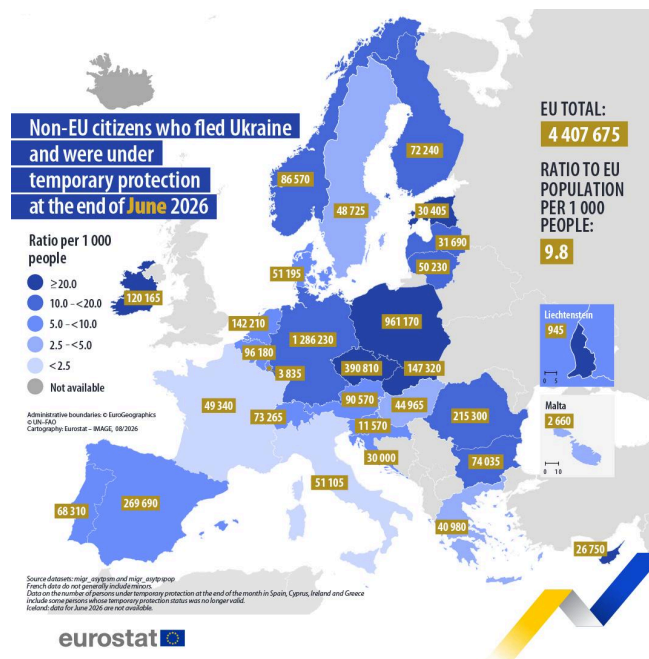


Photo 1. Eurostat. [Source](#)

The core problem addressed by HumanityHub is that refugees fleeing Ukraine in Croatia and Italy remain economically and socially excluded despite holding a legal right to work, and that this exclusion is produced by several interrelated challenges acting simultaneously rather than by any single deficit, which we presented in [D3.2 Transnational Report on the Demands and Needs of Refugees Fleeing from Ukraine](#). To sum up, those are:

- Limited employment opportunities and skills mismatch: Refugees may face difficulties transferring their professional experience and qualifications to the host-country labour market, including challenges related to the recognition of qualifications.
- Legal, administrative and bureaucratic barriers: Limited knowledge of employment, housing, healthcare, taxation and social-support systems makes it difficult for refugees to navigate the host-country environment and access available services and opportunities.
- Language barriers: Limited knowledge of the host-country language can restrict access to employment, public services, professional networks and wider social participation.
- Limited social networks and connections: Displacement often results in limited access to professional, business and community networks, reducing opportunities for employment, entrepreneurship, partnerships and social integration.
- Psychosocial challenges: Displacement, uncertainty, family separation and other consequences of the war can affect well-being, confidence, resilience and motivation, which may also influence refugees' ability to pursue employment, education or entrepreneurship opportunities.
- Limited entrepreneurial knowledge and support: Refugees interested in entrepreneurship may lack knowledge of the host-country market, regulatory environment, business practices and available support mechanisms, as well as access to tailored guidance for developing or sustaining a business.

The defining feature of the problem is its multidimensionality. A language course alone does not resolve legal illiteracy; a business course alone does not resolve isolation; psychosocial support alone does not resolve skills mismatch. Thus, addressing these multifaceted challenges requires a multi-dimensional and individual approach, which is why HumanityHub pilot tested a social innovation combining multiple supports in Croatian and Italian context.

HumanityHub Theory of Change: Overview of the Impact Pathway

Level	Description
PROBLEM	Refugees fleeing Ukraine in Croatia and Italy remain economically and socially excluded despite holding temporary protection and the right to work, because of simultaneous and interacting barriers: skills mismatch and non-recognition of qualifications; legal, bureaucratic and administrative illiteracy; language barriers; absent social networks/social capital; the psychological burden of displacement; and the absence of entrepreneurial support in the host market.

Level	Description
INPUTS	EU ESF+ Social Innovation+ grant of €439,883.00, and co-financed by the Government Office for Cooperation with NGOs of the Republic of Croatia. Inputs are the financial, human, technical and material resources mobilised by RCT, CSC and AG partner organisations. Besides three partner organisation, some stakeholders and relevant organisations were involved in the process for implementing support activities and those are: SVOJA Association from Croatia, PENC Center in Palermo, CESIE (Italy), Croatian Red Cross, Zagreb City Red Cross Society, the Municipality of Palermo and the Days of Ukrainian Culture initiative, Croaticum – the Centre for Croatian as a Second and Foreign Language at the Faculty of Humanities and Social Sciences, University of Zagreb, Institute for Labour Market Development, Department for the Promotion of Crafts and Entrepreneurship and Economic Monitoring of the City of Zagreb, Entrepreneurial Centre – ZICER Plavi ured, Croatian Employment Service, together with external experts, mentors and entrepreneurs.
OUTPUTS	HumanityHub dedicated web page in English and Ukrainian with social media channels on LinkedIn and Instagram. Four piloted support programmes delivered to 80 (or even more than 102 if we look not fully engagement documented participants: a 20-hour, five-module job-inclusion training and one Job Club in Palermo (WP5); 225 teaching hours of certified Croatian language training and two cycles of 24 psychosocial and career-planning workshops in Zagreb (WP7); a 10-module, three-month bilingual entrepreneurial education course across Croatia and Italy (WP8); and a four-month acceleration programme with 140 hours of one-to-one mentoring and group workshops and networking event in Croatia (WP9). Plus curricula, manuals and guidelines; certificates; social media campaigns; promotional materials and websites; networking and community events; peer groups; stakeholder connections; and evaluation deliverables. For more detailed description see <i>Outputs</i> and <i>Outcomes and Impact</i> sections in this document.
OUTCOMES	Short- and medium-term changes in participants' knowledge, skills, attitudes and behaviour: increased legal, administrative and institutional literacy; improved host-country language competence; increased self-efficacy, resilience and emotional regulation; stronger social connectedness and peer support; improved job search and interview readiness; strengthened entrepreneurial knowledge, strategic business thinking and confidence; expanded professional networks and social capital; and observable behavioural change including job search, employment, business creation and business development. For more detailed description see <i>Outputs</i> and <i>Outcomes and Impact</i> sections in this document.

Outputs

Outputs are the tangible activities delivered and products created during the HumanityHub project. The table below consolidates what the HumanityHub actually produced.

WP	Output	Volume delivered
WP2	Evaluation report of the project	1 Evaluation report of the project based on OECD Framework.
WP3	Research and report on needs and challenges of Ukrainian refugees in Italy and Croatia	1 report titled Transnational Report on the Demands and Needs of Refugees Fleeing from Ukraine and engagement of 9 Ukrainian refugees for 4 interviews and 1 focus group together with secondary research.
WP4	Impact report and data collection instruments	1 Impact report and 10 data collection instruments in English, Croatian and Ukrainian.
WP5	Needs assessment and co-design through Reciprocal Maieutic Approach workshops	Programme contents, modalities and methodologies co-decided directly with participants.
WP5	Refugee Job-Inclusion Training Programme	5 modules over 20 hours, Palermo (Italy), together with Refugee Job-Inclusion Training Program 2 languages (in English and in Italian) and 1 Evaluation Report
WP5	Job Club	1 Job Club formed with 10 regular members.
WP5	Expert Q&A sessions and psycho-physical sessions	Sessions led by a doctor, a lawyer and other topic experts; yoga and relaxation sessions.
WP5	Participants reached within Job-Inclusion Training Programme	10 core participants attended at least 70% of activities; approximately 20 people in total took part.
WP5	Guidelines for Effective Refugee Engagement Strategies	Guidelines in 2 languages: English and Italian for organizations and professionals working with refugees, providing insights on implemented programmes.
WP7	Certified Croatian language and culture course	15 weeks, 225 teaching hours.

WP	Output	Volume delivered
WP7	Croaticum certificates issued	20 certificates for completed levels from A1 to B2 (up to B2).
WP7	Small Steps to Success programme	24 workshops for 20 participants, Curriculum and training materials in 3 language (Croatian, Ukrainian and English) for active career planning through education, employment/self-employment; and with the produced 1 Evaluation Report.
WP6 and WP7	Stakeholder session with Croatian experts and organisations in the sector of employment and entrepreneurship	1 joint session.
WP7	Exchange of examples of good practice	1 document with good practices from Croatia and Italy in the field of economic and social integration, ie. support methodologies for providing recommendations for implementing similar practices in relevant contexts.
WP8	Public call for applications for Early entrepreneurial education in Croatia and Italy	Dedicated landing page for call for application in 3 languages with social media campaign; 168 applications received; 66 participants selected; 40 in total at the end.
WP8	Early Entrepreneurial Education course	10 modules over 10 weeks within a 3-month programme; up to 20 hours of live webinars and up to 10 hours of self-directed work for 40 participants in total.
WP8	Bilingual delivery infrastructure	English instruction with live professional Ukrainian interpretation; all materials in English and Ukrainian; all sessions recorded and shared; 1 Curriculum of Early Entrepreneurial Education Course in 2 languages; together with 1 Evaluation Report.
WP8	Participants engaged	168 applicants; 40 documented participants (51 attended the kick-off meeting, while 66 were selected during the selection process).
WP9	Public call and selection (Zlet Acceleration Programme)	Call open March 2026 via zlet.hr and social media campaign; 10 participants selected by ACT Group jury.

WP	Output	Volume delivered
WP9	Acceleration programme	4 months of individual programme for 10 participants with dedicated Curriculum (educational materials, lessons modules); and one generated Evaluation Report.
WP9	One-to-one mentoring and acceleration support	140 hours delivered in total to the 10 beneficiaries, 4 group workshops.
WP9	In-person networking event	Zagreb, 8 June 2026 – planned for approximately 15 participants, 27 attended.
WP9	Promotional/communication outputs for enterprises	Professionally designed webpage and materials for digital (social media) campaign for 3 selected participants; several different types of promotional materials. Besides websites and social media materials, the first women-led enterprise received a website and promotional materials, brochure design and printing (200 copies), business card design and printing (100 copies), and a roll-up banner (design and printing). The second women-led enterprise received website design, development, and hosting, together with promotional materials for social media. The third women-led enterprise received promotional materials, website design, development, hosting, and domain registration. An additional women-led enterprise received the design, production, and installation of an outdoor business sign.
WP9 (unplanned)/ WP10	National media coverage	One participant and one mentor featured on Croatian National TV Programme (HRT) in a TV show called Zona 360, 25 August 2026 (15:30 CET). The second media coverage of the WP9 Zlet Acceleration Programme featured one of the entrepreneurs participating in the programme. The segment was scheduled to air on TV show <i>Prizma</i> , broadcast on HRT, 10 October 2026, at 10:00 AM.
Unplanned	Presentation and participation in an international scientific conference held in Zagreb on 29 October 2025	RCT and AG's engagement on behalf of HumanityHub with Croatian and international academics, researchers and

WP	Output	Volume delivered
		organisations working with refugees and migrants.
WP10	Three Mutual learning events in Warsaw, online and Vilnius	Engagement with the EU network; 2 persons participated in the First Mutual Learning Event for Beneficiaries, held on 13–14 May 2025 in Warsaw, Poland. 3 persons participated in the 2nd Mutual Learning Event for Beneficiaries, which was held online on 28 January 2026. 2 persons participated in the 3rd Mutual Learning Event, held on 24–25 March 2026 in Vilnius, Lithuania.
WP10	Three community events (two in Croatia and one in Italy)	The first HumanityHub Community Event in Zagreb was held on 25 May 2026. A total of 37 participants representing 17 organisations and institutions attended, including civil society organisations, public employment, social welfare and education institutions, refugee-support organisations, the Ukrainian community and members of the wider public. The second Community Event was held on 20 June 2026 with 26 participants overall. Representatives of 9 different organisations, people with refugee experience, and members of the local community attended the event. The third was held in Palermo on 6 September 2026, engaging 19 participants. The event brought together Ukrainian women involved in HumanityHub and practitioners representing complementary areas of refugee inclusion (more than 5 organisations). Overall, 82 participants took part in the three community events, exceeding the planned target of 60 participants.
WP10	Stakeholder and community meetings	Overall, 6 stakeholder meetings with national and international stakeholders within the sector.
WP10	Dedicated web page and social media channels	One web page and two social media channels (Instagram and LinkedIn). The

WP	Output	Volume delivered
		project website, humanityhub.eu , which the social media campaign pointed to throughout, recorded 3269 unique visitors and 5294 unique visits (see detailed section under <i>Visibility, Awareness-Raising and Media Coverage</i>).
WP10	Social media posts and metrics; awareness campaign	68 posts published across Instagram and LinkedIn, 307791 total views, and a combined community of 1550 followers.
WP10	Promotional and dissemination materials	150 tote bags; 150 booklets and pens; 150 brochures in English.
WP10	HumanityHub submission to the SIM database	1 Case Study of Social Innovation in SIM Database; 2 countries.
WP10	Sustainability strategy	1 Sustainability Strategy with guidelines on actions and activities during and after the project lifetime.

Outcomes and Impact

Outcomes are the short- and medium-term changes in the knowledge, skills, attitudes and behaviour of individuals that occurred at individual level of beneficiaries as a result of the HumanityHub outputs. The table below states each outcome together with the measured evidence supporting it.

Outcome domain	Change observed
Legal, administrative and institutional literacy	Participants moved from near-total unfamiliarity to functional autonomy in dealing with housing, healthcare, contracts, employment services and qualification recognition
Host-country language competence	Certified progression in Croatian and Italian, and increased confidence in everyday use of the host language
Self-efficacy, self-confidence, motivation, resilience and emotional regulation	Greater confidence in decision-making, calmer responses to stress and conflict, stronger sense of control over one's own life
Social connectedness and peer support	New acquaintances, sense of belonging to a community, mutual support extending beyond the programme

Outcome domain	Change observed
Employability and job search capability	Concrete job search skills, interview readiness, CV and self-presentation capability, clearer professional identity, new jobs and new contract with employers.
Entrepreneurial knowledge and mindset	Understanding of business models, revenue, market analysis, value proposition, financial planning and the host-country legal framework
Strategic business capability	A shift from day-to-day operational reaction to structured, forward-looking business decision-making
Professional networks and social capital	New mentoring relationships, peer connections and links to Croatian entrepreneurs and ecosystem
Behavioural change and economic action	Job search, employment, business creation and concrete business development steps taken for 2027 and future in general
Intention to sustain the change	Participants intend to keep applying what they gained after the programme ends

Table 1. Summarised list of the main outcomes

The following section provides a **brief overview of the impact generated and the key changes observed across the support programmes implemented for the direct target group of Ukrainian refugees.**

WP5 – Employment: the Refugee Job-Inclusion Programme and Job Club

WP5, led by CSC, was designed to pilot test solutions to the lack of employment opportunities for Ukrainian refugees in Italy (Palermo, Sicily). It foresaw a needs assessment using the Reciprocal Maieutic Approach and WP3 research findings, the development of a structured 20-hour training programme consisting of five modules, the formation of one **Job Club** in Italy with 10 people attending, **pilot delivery with 10 Ukrainian refugees**, the development of replicable guidelines, and a transnational train-the-trainers session for 12 participants. The Pilot training was implemented in partnership with the PENC Centre – an organisation that specialises in ethnopsychological and gender-sensitive therapeutic approaches, primarily working with women and migrant populations. Their direct involvement included providing cultural mediation services and supporting activity delivery with a refugee-sensitive, psychologically informed approach. Additionally, the Centre hosts and provides one of the few safe spaces currently available in Italy for women and girls.

The Job Club and RMA workshops were open to all interested participants. Approximately 20 people participated in the activities overall, which exceeded the targeted number of participants according to Grant Agreement, while the 10 participants attended regularly and formed the core Job Club group¹. In line with the Grant Agreement, a further 10 participants were considered as engaged with and interacting through WP5 activities. Through these activities, HumanityHub therefore reached more than 10 documented participants planned through WP5.

Participants' self-assessment data, collected through both pre- and post-programme questionnaires, indicate improvements across several competency domains. On average, participants reported an increase of more than 2 points on the Likert scale. The table below presents the extent of the self-assessed changes in individual skills and knowledge areas.

Competency domain	Pre (/10)	Post (/10)	Reached autonomy at individual level
Housing	2.8	8.4	9 of 10
Healthcare services	3.7	9.2	8 of 10
Contracts and working conditions	3.0	8.6	8 of 10
Employment support services	2.6	8.8	8 of 10
Qualification recognition	2.3	8.6	8 of 10
City orientation	6.7	9.6	4 of 10
Communication in Italian	5.3	9.3	5 of 10
Social network	6.6	9.6	4 of 10
Emotional management	6.9	9.4	3 of 10

Table 2. WP5 pre- and post-programme self-assessment across several domains at the individual level of the participants.

The pattern is consistent and interpretable. The programme was most effective precisely where participants started lowest and where the missing resource was host-country system knowledge: qualification recognition, employment support services, housing and contracts all improved, and participants crossed the autonomy threshold in these domains. Improvements were more modest in emotional

¹ While the 10 expected participants attended the training regularly and formed the job club that was part of the pilot, the activities were open to anyone who might be interested. This led us to host around 20 people in total.

management and city orientation, where participants began from comparatively high scores above 6 and where less room for change existed. Recovery rates in those domains are correspondingly lower for the same arithmetic reason, not because the programme was ineffective there. Thus, the programme achieved a 90% success rate, with 9 out of 10 participants showing overall improvement.

Participants reported a very high level of satisfaction with the overall programme, with an average satisfaction score of **9.7 out of 10**. This result demonstrates that the support programme exceeded the Grant Agreement indicator of achieving more than 90% satisfaction among beneficiaries.

Peer support, initially framed around job-related matters, grew organically into broader mutual aid: in one documented instance, a participant hosted another in a moment of need. A WhatsApp group was maintained after the programme to continue sharing activities, opportunities and personal updates. When asked what they gained from the programme, participants provided responses that highlighted both expected and unexpected benefits. The most frequently cited themes were: **employment/job search skills; well-being and emotional support; knowledge on legal rights as refugees; improving Italian language skills; professionalism; peer support and social support, together with practical knowledge and self-confidence.**

“I gained greater self-confidence, improved my language skills, and know how to protect myself legally or who to turn to in case of need” (WP5 participant).

Participants emphasised the practical utility of the programme, highlighting that it provided concrete, actionable information that could be applied directly and immediately in their everyday lives. This feedback demonstrates a **strong contribution** of the HumanityHub intervention to empowerment and participants' ability to navigate everyday challenges more independently. In particular, the findings point to a meaningful contribution across the five dimensions of impact, by strengthening participants' knowledge/skills and awareness, increasing their confidence and sense of agency, improving their ability to access and use available services and opportunities, supporting social integration and participation, and enhancing their capacity to make informed decisions and take action in their daily lives.

WP7 – Psychosocial support, language and active career planning

WP7 led by RCT was designed to pilot test solutions to the lack of psychosocial support for refugees and to adapt, translate and publish the resulting training programme in Croatia. The support programme foresaw improvement of language skills up to level B2 with an emphasis on employment and communication in the work and business environment, for 20 beneficiaries. This programme focused on active career planning through education, employment and self-employment for 20 beneficiaries (Ukrainian refugees) in Croatia.

RCT selected the semester-long Croatian language and culture course delivered by Croaticum – the Centre for Croatian as a Second and Foreign Language at the Faculty of Humanities and Social Sciences, University of Zagreb. This was a deliberate adaptation of format and duration: the programme ran for 15 weeks, amounting to 225 teaching hours. Twenty-two persons from Ukraine under temporary protection were initially enrolled. One participant withdrew after four weeks because she obtained employment, a withdrawal that represents the achievement of the project's wider objective rather than a failure of the activity. One participant remained enrolled throughout but did not pass the final examination. 20 participants therefore passed the final examination and received a formal certificate for the level completed, a successful completion rate of 90.9%. **The planned scope of approximately 20 beneficiaries successfully completing formal language training was achieved.**

Besides Croatian Language Course, WP7 support programme delivered ***Small Steps to Success*** – the psychosocial and career-planning programme ran from 10 September 2025 to 10 July 2026, with direct workshop implementation in two cycles with **20 participants**.

The project indicator of improvement in well-being and resilience among Ukrainian refugees was assessed through the predefined impact area self-efficacy, resilience and confidence, comprising several items covering the ability to make decisions, overcome challenges and cope with change in a new environment; the ability to remain calm and find solutions in stressful situations; the ability to cope with new situations and changes; and the sense of control over one's own life. Comparing pre- and post-data, in terms of self-efficacy, resilience and confidence, the change is achieved with an improvement of 6.15/10 to 8.50/10 at endline, representing an increase of 2.35 points. Professional Identity and Skills increased from 5.60 to 8.25 (+2.65 points), while Employment Motivation and Career Development increased from 6.84 to 8.78 (+1.94 points). Future Vision and Life Goals increased from 5.67 to 8.23

(+2.57 points). Thus, as the self-assessment scale ranges from 0 to 10, an increase of **at least 2 points** on the Likert scale is identified and achieved.

A **key contribution of the programme** is reflected in participants' feedback regarding the practical application of the knowledge acquired. **All 20 participants who completed the programme responded positively when asked whether they intended to use the knowledge gained in their everyday lives and/or when seeking employment.** This represents **100%** of programme participants, indicating a strong perceived relevance and immediate practical applicability of the knowledge and skills acquired through the intervention. This finding provides particularly strong qualitative evidence of the programme's contribution to participants' empowerment, increased capacity to act, and ability to apply newly acquired knowledge to everyday and employment-related situations. Lastly, all 20 participants responded to the final question on their overall satisfaction with the Small Steps to Success programme. The average rating was **9.65/10**. Nineteen of 20 participants (95%) gave a rating of 9 or 10, which shows exceeding the project target values of at least 80% satisfied participants and an overall satisfaction level of 90%.

Individual level of change across all measured domains among WP7 participants:

Impact area	Baseline	Endline	Change (at least 2+)
Job search skills	4.60	8.02	+3.42
Interview/job search readiness	4.75	8.19	+3.44
Professional identity and skills	5.60	8.25	+2.65
Future vision and life goals	5.67	8.23	+2.57
Self-efficacy, resilience and confidence	6.15	8.50	+2.35
Social connections	5.57	7.90	+2.33
Knowledge of access to social and mental-health support	5.43	7.45	+2.02
Employment motivation and career development	6.84	8.78	+1.94
Cultural integration and safety	6.57	8.18	+1.61

Table 3. WP7 pre- and post-self-assessed improvements at the individual level of participants.

Furthermore, the **qualitative data** indicates that participants experienced the programme as a meaningful **contribution** to their **personal development, confidence, self-awareness, practical skills, and capacity to take action.**

Participants highlighted not only the acquisition of new knowledge, but also the practical application of this knowledge in their everyday lives and professional decision-making. Several key areas of change emerged from the feedback:

- **Increased self-awareness and self-reflection:** Participants reported a better understanding of their own strengths, reactions, behavioural patterns, and areas for development.
- **Greater confidence and sense of agency:** Participants described increased self-confidence, optimism, and motivation to take action. The programme encouraged them to recognise their existing skills and experience and to approach personal and professional development with greater confidence.
- **Strengthened self-management and resilience:** Participants gained practical techniques for goal-setting, stress management, self-reflection, and maintaining a more positive perspective. Several participants highlighted the ability to recognise and appreciate positive moments in everyday life as an important change in their mindset, **which is connected to the improvement of their well-being** and mental health.
- **Improved recognition and structuring of skills and experience:** The programme supported participants in identifying, articulating, and structuring their existing competences, skills, and professional experience. This contributed to a stronger understanding of their own capacities and how these could be used for future development.
- **New knowledge and broader perspectives:** Participants valued exposure to new approaches, research findings, practical examples, and different perspectives. This expanded their understanding of personal and professional development and provided knowledge that could be applied directly in practice.
- **Peer learning and social connection:** The programme created a supportive community in which participants could openly share experiences, listen to others, and discuss both challenges and successful approaches. This exchange reduced the complexity of individual challenges and provided motivation and inspiration through learning from peers.
- **Increased openness to future opportunities:** Participants reported developing a broader perspective on their professional future, including greater openness to changing career direction and exploring new opportunities in a new country.
- **Practical application of learning:** A particularly important element of the programme was the immediate application of newly acquired knowledge and techniques. Participants valued the interactive format and the opportunity to translate learning into practical action.

One of the most significant findings regarding the **project's contribution comes from participants' direct assessment on the counterfactual question of whether the changes and outcomes they experienced would have occurred without the**

HumanityHub programme. Fourteen out of 20 participants (70%) stated that the changes they experienced would not have occurred without their participation in the WP7 support programme. Importantly, **none of the participants stated that these changes would have occurred anyway**, without the programme. The remaining six participants (30%) indicated either that they were uncertain whether the changes would have occurred without the programme or that the changes would have occurred only partially. This finding provides strong evidence of the perceived additionality and contribution of the HumanityHub intervention.

Lastly, follow-up information available to RCT records **concrete outcomes** beyond self-assessed change:

- **Six participants** who had not been employed before participating in the programme subsequently found employment.
- **One participant** launched her own business following her participation.
- Two participants who entered the programme already running their own businesses reported in follow-up communication that they felt **more confident and motivated** in managing them and perceived improvements in how their businesses were functioning and in the results being achieved.
- **Fifteen participants** were connected with ZICER – Plavi ured, the City of Zagreb entrepreneurship support centre, and provided with information on how to access its services. A representative of Plavi ured participated in a joint session on 30 January 2026 attended by participants from both training groups.
- More than **10 participants** remained in contact with RCT after completing the programme and/or continued participating in other RCT projects, activities or forms of support, with others expressing interest in future activities.

Progress in functional competences was also observed qualitatively through diary entries and informal contact with the cultural mediator, including the development of language skills, better understanding of the institutional framework and available rights, increased participation in cultural activities, and improvements in the quality of partner and family relationships. **These findings are particularly relevant as they point to positive outcomes that extended beyond the programme's initially planned areas of intervention.** While some of these changes were not explicitly defined as primary programme objectives, they emerged as additional benefits during implementation and were identified by participants through their own experiences. This suggests that the **project generated unplanned positive outcomes** and

broader spill-over effects, particularly in relation to social participation, interpersonal relationships, confidence, and participants' ability to navigate their new environment.

WP8 – Basic entrepreneurial education: Early Entrepreneurial Education

WP8, led by AG, was designed to enable social and economic integration through skill and knowledge capacity building in entrepreneurship. It foresaw a three-month pilot learning programme covering the essentials/basic of entrepreneurship, open and free to Ukrainian refugees residing in both Croatia and Italy, aimed at people interested in learning entrepreneurial skills, those wishing to develop their own business ideas, early-stage enterprises founded and run by Ukrainian migrant entrepreneurs, and people who were entrepreneurs in Ukraine and are considering starting again in new markets. The design foresaw a public call, selection of a group of up to 20 for support. The public call was designed and implemented by ACT Group and disseminated through the project website, social media channels, public campaigns and by engaging key stakeholders in Croatia and Italy, including partner organisations and other relevant organisations in the field; the team also presented the WP8 course at a public international event in Zagreb. The call attracted 168 applications. Sixty-six individuals were selected and informed of their acceptance, 51 attended the kick-off meeting, and **40 individuals engaged actively throughout the programme** – double the Grant Agreement target of 20.

The programme ran over three months and concluded in December 2025. It was delivered as 10 modules over 10 weeks. The curriculum had originally been designed with nine modules over nine weeks; during implementation, and following both the initial needs assessment and needs identified by participants during the course, a need for additional content on the legal framework was identified, and an extra tenth webinar was organised outside the original curriculum and delivered by an external expert. Delivery was bilingual by design. Primary instruction was in English, because participants came from both Croatia and Italy; professional Ukrainian interpretation was provided during all webinar sessions; all course materials, presentations and resources were provided in both English and Ukrainian; and all sessions were recorded and shared with participants. The programme was structured as mentorship-based support combining live sessions, recordings, materials, consultations and individual mentor support, and the online delivery format eliminated both economic and geographical barriers to participation.

Participants self-assessed their entrepreneurial competencies across multiple dimensions using a Likert scale. All participants reported at least a two-point improvement on the assessment scales. One participant noted that they did not feel any change, despite marking some improvement on the form; overall, **more than 90% of participants reported measurable positive change and perceived improvement as a result of the course.**

Competency/Skills Area	Result Reported
Business goal setting	80% of participants rated themselves as confident to very confident following the course
Legal and regulatory frameworks	80% reported moderate or higher familiarity
Market trends and forecasting	86% reported at least moderate capability in monitoring market trends and forecasts
Sales channels	93% reported moderate or very high familiarity with sales channels relevant to their business ideas
Revenue models	90% reported moderate or higher familiarity
Core business activities	82% reported a clear or extremely clear understanding of the core activities essential to their ventures
Sales, financing and investment concepts	75% achieved moderate or greater familiarity
Financial management confidence	68% reported high or extremely high confidence
Resources needed to start or grow a business	Almost all participants reported moderate to very high familiarity
Intention to apply acquired knowledge	100% confirmed their intention to apply what they gained in daily life

Table 4. WP8 competency results.

Participants rated overall satisfaction on a scale from 1 to 10. The average score was **8 out of 10**. No participant rated their satisfaction in the lowest band of 1 to 3, the vast majority scored between 8 and 10, **and approximately 90% reported being satisfied with the course.**

In terms of qualitative data, participants consistently emphasised **gaining practical, actionable knowledge about business establishment and entrepreneurship**, and all highlighted transformations in **confidence levels and the development of entrepreneurial thinking patterns**. Participants' quotes, as qualitative data, show positive change in their knowledge and entrepreneurial skills:

“Now I understand what entrepreneurship is and what role it plays in the economy and society. I learned to generate business ideas and assess their feasibility, learned how to plan my own business, draw up a simple business plan and set goals. The positive result of the program was that it helped me better navigate real life, realise the value of initiative, responsibility and hard work, and also motivated me to think about the possibility of creating my own business in the future” (WP8 Participant).

“In this program, I learned the fundamentals of marketing and how to forecast whether my service would be in demand, identify the target audience for my educational service, understand what my ideal client expects, determine pricing, and conduct market analysis, using educational services as a practical case study” (WP8 Participant).

The **most valued programme elements** were its clear and logical structure, its practical and action-oriented approach, the quality of instruction and mentoring, a supportive and non-threatening learning environment, accessibility and ongoing communication, the programme’s specific design for Ukrainian refugees, comprehensive content coverage and step-by-step guidance.

An additional value generated by the programme was the **creation of a network among participants**, which facilitated peer-to-peer support and connection, promoting continuous cultural dialogue and exchange and contributing to cultural integration.

Critical feedback was concentrated in three areas and is important for replication. The most significant concerned the quality of Ukrainian interpretation during webinar sessions, where the criticism suggests interpretation may at times have been closer to summarisation or explanation than accurate translation, potentially creating barriers to full engagement. The second concerned language preferences in mixed-language sessions, revealing genuine tension between the needs of a linguistically diverse cohort: some participants who had developed Croatian language skills would have preferred Croatian-language delivery, while others relied entirely on Ukrainian interpretation or on Italian. The third was a desire for even more practical examples and case studies.

WP9 – Human-centred accelerator: entrepreneurial support program

WP9 – **Zlet Acceleration Programme** – led by AG, was designed as a pilot of entrepreneurial support as a service fostering both economic and social integration, in service of capacity building and economic market integration of Ukrainian refugee entrepreneurs operating in Croatia. It foresaw a public call targeting Ukrainian refugees in Croatia who are currently entrepreneurs (established enterprises in Croatia), selection of 10 beneficiaries, four months of intensive support and business model courses, a peer-to-peer learning component with Croatian entrepreneurs, in-depth one-to-one mentoring, one half-day networking event, promotional materials (such as websites, promotional materials, materials for digital campaign, brochures, business cards, etc.) for the four participants, although three were planned according to the Grant Agreement.

The programme was delivered primarily in Croatian, with familiarity with Croatian set as a selection criterion. During implementation, ACT Group encountered challenges in this area and adjusted delivery to be more language-sensitive and inclusive, combining English and Croatian, and Ukrainian where needed and possible.

Following pre- and post-assessment and evaluation questionnaire, average overall satisfaction among participants was **9.0 out of 10**. Every respondent rated the programme 7 or higher, and no respondent reported dissatisfaction with the programme's content, delivery team or mentoring. The assessed level of knowledge after the programme ended, on average at the individual level, was self-reported as **4 out of 5 on a Likert scale**.

Competency/Skills Area	Level of Knowledge (from 1 to 5)
Confidence in setting business goals	3.75/5
Management skills (organisation, coordination, decision-making)	3.62/5
Confidence in managing business finances	3.62/5
Familiarity with resources needed to start or grow a business in Croatia and the Croatian entrepreneurial context	3.5/5

Competency/Skills Area	Level of Knowledge (from 1 to 5)
Familiarity with legal obligations of businesses in Croatia	3.5/5
Confidence in an entrepreneurial context in Croatia	3.5/5
Ability to monitor and forecast market trends	3.5/5

Table 5. WP9 self-assessed level of capacities at individual level

WP9 participants answer a direct counterfactual question: whether the changes they experienced would have occurred without participation in the Zlet Acceleration programme and without the support of its mentors. **77.8% answered that these changes would not have happened without the programme**, while 22.2% considered that they might have occurred anyway. Separately, **100% of respondents confirmed that they planned to use the knowledge, contacts, materials and skills gained in their everyday lives and businesses going forward**. Taken together, these findings represent some of the strongest evidence of **the project's contribution and impact**, demonstrating that participants perceived the programme as making a meaningful difference and providing resources that they intended to continue applying after completion. The results point to **impact extending beyond immediate participation, particularly through increased capacity, empowerment, practical application of learning, and the sustained use of acquired knowledge and networks**.

Furthermore, thematic analysis of the **qualitative data identified seven recurring areas of change**: greater clarity of vision, goals and entrepreneurial direction; increased entrepreneurial self-confidence and agency; a shift from operational to strategic business thinking covering pricing, revenue planning, sales channels, seasonality, segmentation, branding and international opportunities; a stronger understanding of customers, positioning and markets; strengthened professional networks, mentoring relationships and social capital; the translation of learning into tangible business action; and personal development, belonging and integration.

"Thanks to this program, I gained much more than just information. For me, the greatest value lay in the high-quality, practical webinars, expert guidance,

new connections, the exchange of experiences, and an incredibly supportive atmosphere. I learned to view entrepreneurship more holistically – looking beyond daily tasks to consider goals, strategy, visibility, client relationships, and long-term growth. I acquired useful tools, ideas, and guidelines that I can gradually implement in my work. The program helped me recognise my own potential and gain a clearer vision of my next business steps. I particularly appreciate that the content was clear, useful, practical, and motivating, and that the mentors selflessly shared their knowledge and experience” (WP9 Participant).

Additionally, the **tangible results reported by participants** during the four-month programme itself are the strongest **evidence of practical impact**: development of a new business website; new communication and promotional materials; development of new sales tools and channels; clearer business and revenue planning; new approaches to branding and positioning; expanded professional networks; a new international client and cooperation enquiry for 2027; and recruitment of new employees.

The programme also generated national visibility for the position of Ukrainian refugees as entrepreneurs seeking to be part of the national economy: one participant and one mentor were hosted on the Croatian Radio Television programme Zona 360 on 25 August 2026, where they discussed the HumanityHub project, the Zlet programme, the integration of Ukrainian refugees and their entrepreneurial ambitions in Croatia.

Beneficiary Testimonials: Evidence of Programme Impact

The following anonymised **beneficiary testimonials provide qualitative evidence of the changes, benefits and outcomes experienced by participants as a result of their engagement with the HumanityHub project**. The testimonials illustrate how participants experienced the support in practice, what they gained from their participation, and how the acquired knowledge, skills, confidence and connections translated into changes in their everyday, social and professional lives. Those changes and outcomes refer to: positive mindset, well-being and emotional resilience, increased self-confidence, self-awareness and sense of agency, greater motivation and proactive behaviour (individual growth), improved employability and career orientation, strengthened entrepreneurial capacity and business development,

practical knowledge and application of learning, networking, peer support and social connection in host countries, improved understanding of the local social and business environment, expanded professional networks and opportunities and greater sense of belonging, security and integration in local communities in Croatia and Italy.

“I felt changes in my thinking, more positive thoughts, the beginning of getting out of the depressed and waiting state, a more active approach to job hunting, socialisation, the beginning of planning for the future” (WP7 Participant).

“There was an incredible surge of energy and positivity. A community of like-minded people is a great boost for the future; above all, these are people who motivate through their achievements, and fellow group members simplify complex processes by offering the chance to share experiences regarding similar challenges! A great exercise is to notice something good or pleasant during the day and write it down; this helps you see the bigger picture of your life and realize that there is definitely more positivity in it. Secondly, there is the knowledge aspect: learning and immediately putting that knowledge into practice is far superior—especially for me—so I liked the communication format right away. Thirdly, expressing thoughts in two languages simultaneously encourages you to focus on the present moment and learn new words, allowing you to feel more at ease when communicating with native speakers in everyday life” (WP7 Participant).

“I realised it’s worth at least trying to send a CV (laughter). For some reason, I held the view that Ukrainians shouldn’t be hired” (WP7 Participant).

“Participating in this program brought about a major shift in my mindset – both regarding myself as an entrepreneur and the development of my business. The program helped me gain greater clarity on my goals, determine the direction in which I want to grow my business, and create a more concrete plan for the next steps” (WP9 Participant).

“I found the insights on building personal relationships and networking – specifically regarding LinkedIn and how to more actively seek out new business contacts and partners – to be particularly useful. I met new people and expanded my business network, and I even received a new inquiry for a collaboration in 2027 while the program was still underway. Beyond making

concrete contacts, I also gained greater clarity on how to present my services to different types of clients, how to plan sales, and how to approach long-term business development” (WP9 Participant).

“While the program covered plenty of base business topics like sales, marketing, finance, etc., the most valuable takeaway was gaining firsthand insight into the local business context. Learning from mentors' practical experiences about communication, mindset, and operational culture in Croatia and regionally. Applying these insights to independently compare different business environments and evaluate pros and cons against familiar markets. Gaining a clearer perspective on market differences, which helped me identify what aligns best with my working style and growth priorities” (WP9 Participant).

“I haven’t experienced any negative consequences. I’ve learnt some useful information and gained a new experience” (WP5 Participant).

“I am satisfied with everything (...) I have become healthier and more positive” (WP5 Participant).

“I am financially literate, self-confident, have critical and strategic thinking, leadership qualities, and am not afraid of risks and losses, because I have knowledge and a plan of action. I gained new acquaintances (networking), an understanding of international opportunities and projects” (WP8 Participant).

“I learned important aspects of integration into Croatian society from a business perspective” (WP8 Participant).

“I would like to extend a special thank you to my mentor, (mentor's name). Her support has been invaluable to me, both in my professional development and on a personal level. As a mentor, she helped me gain a clearer perspective on my knowledge, potential, and professional direction, as well as identify the next steps I wish to take. Her personalised approach, attentiveness, and genuine engagement instilled in me motivation, a sense of security, and greater confidence in my own abilities. Her warmth and human support also meant a great deal to me, particularly during the process of integrating into Croatian society. Thanks to this, I felt more accepted, secure, and encouraged to continue building my life and career in Croatia. The professional and personal support complemented each other naturally, making every meeting

with my mentor both useful and incredibly valuable. It is difficult to put into words just how grateful I am for this experience and for getting to know her. This program is defined not only by its high-quality content but, above all, by the exceptional people who approach it with professionalism, sincerity, openness, and heart. My heartfelt thanks to everyone” (WP9 Participant).

Partners’ Perspective: Outcomes, Impact and Added Value of the Project

The HumanityHub project generated significant organisational-level impact across the three partner organisations, particularly by expanding professional networks, establishing new partnerships, strengthening organisational visibility, and improving knowledge and capacities in refugee support based on ToT and implemented support programmes, knowledge on impact measurement approach and testing social innovation within refugees integration.

Partner satisfaction and added value

Partners reported a very high level of satisfaction with the partnership (average 9.3/10). They also rated the added value for their organisations at 9.4/10. Mutual learning among partners scored 9.2/10, and the project’s contribution to visibility and recognition scored 9.1/10. This confirms that the transnational partnership worked as an effective learning mechanism.

Capacity gains and outcomes

Partners reported **strong competences at project end**. Changes in participants’ confidence and perceived knowledge about impact measurement were identified. The baseline and post-education assessments indicate a substantial increase in participants’ self-reported confidence in their ability to design an impact measurement framework and IMM in general. Before the educational intervention, four of them recorded baseline responses that were rated 2–3 on a 10-point scale, indicating relatively low initial confidence. The baseline average was 4/10, although one respondent reported a high level of confidence (8/10). Following the knowledge transfer workshops on impact measurement, seven of them were rated 8 or higher,

with a post-education average of 8/10. These findings suggest that the knowledge transfer activities among partner organisations were associated with higher self-assessed confidence and a stronger perceived ability to design an impact measurement framework for future projects.

Competency/Skills Area	Result Reported
Tailoring support programmes to diverse user groups	9.3
Impact and impact measurement concepts	9.1
Communication and dissemination strategy	9.1
Data collection, analysis and interpretation	8.9
Designing an impact measurement framework	8.1

Table 6. Change in Knowledge and Capacities among Partner Organisations

To sum up, generated organisational changes across three key areas:

1. Expanded partnerships and stakeholder networks

Partners established new partnerships (at least 2 or more than 5) and strengthened relationships with local and international organisations, public institutions, experts and Ukrainian community networks. New connections created opportunities for future cooperation, knowledge exchange, joint initiatives and improved referral pathways for beneficiaries. Collaboration strengthened links between organisations working in refugee support, social inclusion, psychosocial assistance and community development.

2. Increased organisational knowledge and expertise

Partners applied their existing methodologies in new contexts and with new beneficiary groups, particularly Ukrainian refugees and migrants. Team members developed new skills and practical knowledge in participatory approaches, psychosocial support, cultural mediation, entrepreneurship, impact evaluation and ethical communication. The exchange of expertise helped partners better understand beneficiaries' needs and develop more holistic, human-centred approaches to integration and support.

3. Improved organisational capacity and visibility

Partners strengthened their capacity to identify beneficiaries' needs, design appropriate interventions, monitor results and impact, and develop sustainable support programmes. Engagement with the Ukrainian community and other stakeholders increased partners' visibility and strengthened their positioning as contact points for information, support and referrals. The project increased partners' confidence and motivation to develop new initiatives and pursue future EU-funded cooperation. Besides that, RCT, as lead organisation, became part of **ESF+SI+ Community of Practice on Migrant Integration**, and AG is already a member of the Community of Practice on Social Innovation.

4. Development of reusable tools and resources

Partners developed practical resources, including editorial guidelines, a training programme and a manual for professionals working with refugees or migrants. These tools can be reused, adapted to other beneficiary groups, shared with current and future staff, and disseminated to relevant professionals and organisations. The knowledge and resources generated provide a foundation for continuing organisational learning and sustaining the project's results beyond its formal duration.

5. Sustainability and future cooperation

Strengthened partnerships and stakeholder networks provide a basis for continued collaboration, exchange of expertise and the development of future projects. Improved referral networks and relationships with community organisations and public institutions can support more coordinated assistance for beneficiaries. **The experience gained through Humanity Hub reinforced partners' motivation to continue developing needs-based, participatory and innovative approaches to refugee support and social inclusion.**

To conclude this chapter, below you can find summarised results achieved within the Humanity Hub project in comparison to the Grant Agreement.

Indicator	Target	Result achieved	Status
Refugees completing job-inclusion training	10	10 completed; ~20 reached	Achieved
Job clubs formed	1	1 Job Club, 10 members	Achieved
Refugees in the psychosocial support	20	20 across two cycles	Achieved

programme			
Refugees in the human-centred accelerator	10	10 selected and supported	Achieved
Businesses incubated or accelerated	10	10 accelerated, +1 launched	Achieved
Well-being and resilience: +2 points for ≥80%	80%	83.3%	Achieved
Satisfaction with psychosocial support	80%	95% rated 9 or 10; mean 9.65/10	Exceeded
Refugees in the EEE incubation for basic entr.knowledge	20	40 completed; 66 selected	Exceeded
Overall satisfaction with support programmes	90%	WP5 9.7/10 · WP7 9.65/10 · WP8 8/10 · WP9 9/10	Achieved
Language training up to B2 proficiency	20	20 certified; 22 enrolled	Achieved
Ability to navigate legal and cultural systems	70%	WP7 8.80/10, 95% rating 7–10; for WP5 participants achieved autonomy in practical, administrative, and legal areas: Housing (9 out of 10), Healthcare Services (8 out of 10), Contracts & Working Conditions (8 out of 10), Employment Support Services (8 out of 10).	Achieved and Exceeded
Knowledge of entrepreneurial practices	80–90%	≥2-point improvement; >90% positive change	Achieved
Confidence, motivation and resilience	80–90%	Evidenced across WP7, WP8, WP5 and WP9	Achieved
Geographical diversity	2 States	Croatia and Italy	Achieved

Table 7. Table of indicators and results

Five dimensions of HumanityHub's Impact

This section applies the Five Dimensions of Impact methodology developed by Impact Frontiers to the HumanityHub project as a whole, drawing on the evidence presented above.

WHAT – What outcomes does HumanityHub contribute to?

HumanityHub contributes to a set of interlinked outcomes that, taken together, support the social and economic integration of Ukrainian refugees who arrived in Italy and Croatia following Russia's war invasion of Ukraine in 2022. They are best

understood as connected layers, because the evaluation evidence shows that they reinforce one another rather than operating independently.

Outcome 1: Functional literacy in the host country's systems

The most sharply measured outcome is the shift from institutional helplessness to functional autonomy in dealing with housing, healthcare, employment contracts, employment support services and qualification recognition. This outcome is significant because it is directly enabling: a person who understands their employment contract, can register with employment support services, and knows the qualification recognition procedure is able to act on their own behalf in every subsequent interaction.

Outcome 2: Psychological capability – self-efficacy, resilience and emotional regulation

The project contributes to increased self-efficacy, resilience, confidence, personal development of Ukrainian refugees and the sense of control over one's own life. The qualitative evidence describes it concretely: calmer responses to stressful and conflict situations, a more positive way of thinking, a stronger ability to recognise one's own strengths, and a greater sense of inner stability. Participants named the psycho-physical well-being sessions as the single most valuable element of an employment training programme.

Outcome 3: Social connectedness and social capital in host country

The project contributes to the formation of social ties: peer relationships among refugees, mentoring relationships with host-country professionals, and institutional connections. HumanityHub contributed to the creation of a network among Ukrainian refugee participants in two countries.

Outcome 4: Economic capability and economic action

The project contributes to employability and entrepreneurial capability, and in documented cases to economic action itself. On the employability side: job search skills were raised, as well as their interview readiness, and six participants who had not previously been employed found employment. On the entrepreneurial side: HumanityHub built foundational capability, and accelerated 10 existing refugee-led businesses, producing a new website, new sales tools, new promotional assets, a new international cooperation enquiry for 2027 and new recruitment; and launched a new business.

A **fifth outcome operates at ecosystem rather than individual level**: the project contributes to the capacity of the integration ecosystem itself, through connections between refugees and institutions such as ZICER – Plavi ured, the PENC Centre, Croaticum and local professionals; through partner organisations' deeper engagement in networks including the ESF+ Community of Practice on Migrant Integration and local Palermo networks; and through public visibility including national television coverage in Croatia.

WHO – Whom does HumanityHub affect?

The **direct beneficiaries** are persons who fled Ukraine after 2022 and are residing in Croatia and Italy under temporary protection. The four pilots generated at least 100+ documented participations in structured support programmes.

Programme	Planned	Achieved	Location
WP5 Refugee Job-Inclusion Training and Job Club	10	10 core participants (approx. 20 reached)	Palermo, Italy
WP7 Croatian language training	approx. 20	22 enrolled; 20 certified	Zagreb, Croatia
WP7 Small Steps to Success	20	20	Zagreb, Croatia
WP8 Early Entrepreneurial Education	20	40 actively engaged (168 applications; 66 selected initially; 40 stayed)	Croatia and Italy
WP9 Zlet Acceleration	10	10	Croatia
Total documented participations	40-60	102+	Croatia and Italy

Table 8. Participation across the four pilot work packages against Grant Agreement targets.

The evidence indicates that the project reached a genuinely underserved group rather than the most easily reachable segment of the refugee population.

- **Gender**: Beneficiaries mostly were women of different age groups, most of whom had children. The programme responded with gender-sensitive content on women's health from an intersectional perspective and was delivered in partnership with an organisation providing one of the few safe spaces available in Italy for women and girls.
- **Qualification mismatch**: Participants predominantly held higher education qualifications and had prior professional experience in their fields. This is the

profile of people whose human capital is being wasted by systemic rather than individual deficits.

- Entrepreneurial stage. The project deliberately served beneficiaries at different stages: aspiring and idea-stage entrepreneurs, and existing registered businesses or former entrepreneurs re-establishing themselves in a new market.
- Latent unmet demand. The 168 applications received for the WP8 call against an original target of 20 places is the clearest available indicator that the need substantially exceeds what was provided.

Indirect beneficiaries and wider affected groups:

- Families of participants. HumanityHub documented improvements in the quality of partner and family relationships. Some participants were mothers, so gains in institutional literacy regarding healthcare, housing and schooling extend to their children.
- Employees and customers of refugee-led businesses. Participants recruited new employees during the programme, meaning the benefit extends into the host labour market.
- Host-country entrepreneurs and professionals. National based entrepreneurs, mentors, doctors, lawyers and institutional representatives participated in an exchange that was explicitly two-directional.
- Partner organisations, external experts and support providers and the wider integration ecosystem in Italy and Croatia. All three partners strengthened their methodologies, networks and impact measurement capability, and the project connected local actors in Palermo and Zagreb who had not previously been working together on this population.
- The general public in both countries, through the communication social media campaigns, the Days of Ukrainian Culture interviews, Stakeholders meeting and Community event in Croatia and Italy and the HRT Zona 360 broadcast.

HOW MUCH – Scale and Depth of generated change

Scale

Scale is modest in absolute terms and appropriate for a pilot testing social innovation. The 102 documented participations represent approximately 128% of the aggregate participation targets set in the Grant Agreement for these four work packages. WP8 delivered the largest over-performance, engaging 40 participants against a target of

20 while reaching 168 applicants and 66 selected individuals. WP5, WP7 and WP9 each met their targets exactly, and the WP7 language course enrolled 22 against a target of approximately 20. Reach extended beyond programme participants through the WP9 Zagreb networking event (27 attendees against approximately 15 planned), the open-access model in Palermo (approximately 20 people in total), and national media coverage in Croatia. Besides that, HumanityHub enrolled **82 people throughout the three community events** in Italy and Croatia. Additionally, we performed six stakeholder meetings with national and international stakeholders within the sector, connecting with more than 15 international organisations relevant to social and economic integration.

The project's route to scale is not direct delivery but the production of tested, evaluated and transferable models of support based on published deliverables.

Depth – the degree of change experienced per person – is the dimension on which the project performs most strongly, and it is measured consistently across pilots.

Two features of the depth evidence deserve emphasis. First, the changes are largest where baselines were lowest and where the missing resource was specific, transferable knowledge – self-confidence, qualification recognition, employment support services, job search skills, social connections/capital, clearer business vision and entrepreneurial mindset in the Croatian entrepreneurial context. This is the signature of an intervention that correctly identified and filled a real gap. Second, the depth extends beyond self-assessment into observable behaviour: employment, business creation, recruitment, website and sales tool development (organisational business development), and a new international cooperation enquiry.

The interventions themselves were of limited duration – the project lasted 18 months overall. The relevant question for impact is whether the change persists. The available evidence on durability is as follows.

- **Stated intention to sustain:** All participants from each support programme (WP) confirmed they planned to use the knowledge gained in everyday life and when searching for employment. Thus, 100% of respondents confirmed the same, by saying "yes, certainly" to the question of whether they would use the knowledge, contacts, materials and skills in their everyday lives and businesses going forward.
- **Durable credentials:** Twenty participants hold formal Croaticum certificates confirming successful completion of a certified Croatian language level. These are permanent, portable and recognised independently of the project.

- **Durable structures:** The Job Club and its WhatsApp groups, as well as connection with AG and RCT as members of the Alumni Network continued after the programme; the participant network persists; with continued access to recordings, materials and mentor consultation.
- **Irreversible outcomes:** Employment transitions, business launched, new employees recruited, and a new business website and promotional materials are changes that do not revert when project funding ends, together with media coverage and visibility within social media and national TV.
- **Institutional connections.** Participants were connected to permanent services and organisations and institutions.

CONTRIBUTION – Did the project’s activities cause the outcomes achieved?

The central question is whether the changes observed would have occurred among Ukrainian refugees in Croatia and Italy in the absence of HumanityHub. Four strands of evidence bear on this, and they should be weighed together.

Direct counterfactual testimony

Participants were explicitly asked the **counterfactual question: “Would you have achieved all this without participating in the HumanityHub programme and without the support of its mentors?”** The responses provide strong evidence of the programme’s perceived contribution. Overall, **80%** of participants indicated that the changes would not have happened without the programme or that they would have occurred only partially. Only three participants responded that the changes would have happened without the programme. These findings indicate a high level of perceived additionality and suggest that the HumanityHub programme and the support provided by its mentors made a substantial contribution to the changes experienced by participants. This is the most direct evidence available in the project of participant-attributed additionality, and it is notable that it is not unanimous: roughly one in five participants judged that the change was not dependent on the intervention, which is a plausible and honest distribution rather than an artefact of leading questioning.

Weighing these together, the reasonable conclusion is that HumanityHub made a substantial and participant-attributed contribution to the outcomes recorded, strongest in the domains where the resource supplied was specific host-country knowledge, formal language certification, structured mentoring and access to

networks and institutions – none of which the target group could readily have obtained otherwise – and weaker where outcomes depended on external conditions such as access to capital and labour market demand.

RISK – What risks does the project face in seeking to create impact?

The risks below are assessed using the Impact Frontiers risk categories, drawing on both the critical risks and the issues that actually materialised during implementation.

Risk type	Risk as it applies to HumanityHub	Mitigation
External risk	Personal everyday life and obligations, labour market demand, the duration and conditions of temporary protection status, developments in the war, childcare and housing all lie outside the project's control	This risk was encountered during project implementation, as not all participants were able to participate fully and consistently at all times due to personal and everyday life obligations, childcare and housing circumstances, labour market demands, the duration and conditions of temporary protection status, and developments in the war. These factors were largely outside the project's control and affected participants' availability and continuity of engagement. Mitigation is structural rather than within the project: both evaluations recommend complementary support mechanisms alongside training/support programmes.
Beneficiaries participation risk – that beneficiaries' expectations are not properly understood or engaged	The project identified difficulty engaging Ukrainian refugees in project activities as a medium-level critical risk that could jeopardise pilot testing	This risk was largely mitigated, although significant challenges emerged in WP9, which targeted a particularly small and difficult-to-reach group: Ukrainian refugee entrepreneurs operating in a foreign country. Participants often experienced fear and uncertainty, while balancing employment, business activities and other personal obligations, which made it difficult to secure their participation in the accelerator. However, through extensive fieldwork, sustained engagement and culturally

Risk type	Risk as it applies to HumanityHub	Mitigation
		sensitive mediation, the project team successfully built trust, reached the target group and facilitated their participation. These efforts helped address the specific barriers faced by Ukrainian refugee entrepreneurs and enabled the project to engage participants despite the challenging circumstances.
Drop-off risk	Capability, confidence and networks among refugees can decay without follow-on support, and no capital instrument or structured follow-up employment service was part of the model	Partly mitigated by permanent structures: Croaticum certificates, the ACT Group Alumni Network and support from integration coach and AG mentors, Job Club and WhatsApp peer groups, continued RCT contact for participants, and institutional referrals. Remaining risk is acknowledged.
Execution risk	Delivery across three organisations, two countries and four languages created real execution pressure	Partly materialised but mitigated. Simultaneous interpretation during support programmes posed challenges, as it required additional time and occasionally disrupted the flow of activities. Participants raised concerns about the quality of Ukrainian interpretation, which at times was perceived as summarising rather than accurately translating the content. Balancing Croatian, Italian, English and Ukrainian language needs also proved challenging. These issues were mitigated through session recordings, bilingual materials and flexible language support, helping participants access the content and remain engaged in the programmes.
Unexpected impact risk – that outcomes	Both positive and negative unexpected effects were observed	Positive: in WP5, peer support framed around job matters grew organically into broader mutual aid, with one participant

Risk type	Risk as it applies to HumanityHub	Mitigation
not anticipated by the model occur		hosting another in need, and psycho-physical well-being sessions became the most valued element of an employment programme. Negative to guard against: intensive programmes can raise expectations of employment or business success that external conditions do not permit to materialise
Endurance and alignment risk – that the intervention is not sustained or scaled	Pilot models risk ending with the grant	Mitigated by design: guidelines, manuals and translated materials for replication; train-the-trainer and knowledge transfer workshops; partner engagement in the ESF+ Community of Practice on Migrant Integration and new local networks in Croatia and Italy; contribution to the national media visibility. In addition, advocacy efforts were undertaken to support the continuation of dialogue on the integration of Ukrainian refugees in Croatia, helping maintain visibility of their needs and experiences and laying the groundwork for further discussions and cooperation among relevant stakeholders beyond the project's lifetime.
Social media platform changes and content restriction	Changes to social media platform policies, content moderation practices and restrictions affecting war-related content and Ukrainian-related narratives, including within the metaverse, posed a risk to the project's awareness-raising and dissemination activities.	These changes required the project team to continuously monitor platform developments and adapt communication approaches, messaging and content formats to ensure continued visibility and audience engagement. The risk was mitigated through flexible communication strategies and adjustments to content and dissemination methods in response to evolving platform requirements and restrictions.

Table 9. Table of Risks.

Visibility, Awareness-Raising and Media Coverage

Raising awareness of the challenges faced by Ukrainian refugees and promoting the HumanityHub approach and its value constituted an important element of the project's communication and dissemination activities. The activities aimed to increase public understanding of the social and economic integration needs of Ukrainian refugees, promote more informed and empathetic perceptions of refugee experiences, and strengthen visibility of the solutions and approaches tested through HumanityHub.

Social Media Awareness-Raising Campaign

An awareness-raising campaign was implemented through social media, primarily via Instagram, but also using LinkedIn, with the aim of informing the public about the challenges faced by Ukrainian refugees, particularly in relation to employment, social and economic integration, participation in the host society and access to opportunities. The campaign used a range of engaging formats, including dedicated posts, visual content, audio and video materials and reels, while maintaining consistent HumanityHub project visibility. Where appropriate, direct project participants and professionals working with refugees were also involved in the communication activities, enabling their perspectives and experiences to contribute directly to awareness-raising.

The campaign contributed to:

- increasing public knowledge and understanding of the situation and integration needs of Ukrainian refugees;
- countering misconceptions and misinformation concerning refugees and their participation in social and economic life;
- bringing greater visibility to issues that may not otherwise receive sufficient public attention;
- stimulating discussion and critical reflection on refugee integration and social inclusion;

- presenting practical approaches and solutions developed through HumanityHub;
- strengthening connections between communities, organisations and stakeholders working on refugee and migrant integration; and
- increasing the visibility of Ukrainian refugees as active participants in their communities, labour markets and entrepreneurial ecosystems.

In short, **68 posts published across Instagram and LinkedIn, 307791 total views, and a combined community of 1550 followers.** All three KPIs were met or exceeded. Instagram accounts for 93% of followers and was the main channel for building the audience. Each channel exceeded the target on its own, in line with the 2–3 posts per month per channel we planned.

- **Followers:**
 - Instagram (@[humanityhub.eu](https://www.humanityhub.eu)): 1441
 - LinkedIn: 109
 - Total: 1550 (target: 1000)
- **Content:**
 - Instagram: 35 posts
 - LinkedIn: 33 posts
 - Total: 68 posts (target: 2 engaging contents per month from M6 to M18, i.e. at least 26)
- **Views**
 - Instagram: 243305
 - LinkedIn: 64486
 - Total: 307791 (target: 5000–10000 people reached)
- **The project website, [humanityhub.eu](https://www.humanityhub.eu), which the social media campaign pointed to throughout, recorded 3269 unique visitors and 5294 unique visits.**

Due to changes in social media analytics over the past year, the reach metric is no longer consistently available or reliable across platforms. Therefore, views have been used as a common indicator across all channels to ensure consistency and comparability in the assessment. Some feed posts on Instagram and LinkedIn were sponsored to increase visibility. However, the strongest results were achieved by a dedicated promotional reel produced in English and Ukrainian, in line with the languages used for most of the campaign content. These reels were created exclusively for promotional purposes and were not published on the platforms' feeds; consequently, they are not included in the total number of feed posts. Furthermore,

the metrics presented here cover only the official project website and official project social media channels. They do not include a breakdown of social media posts and performance metrics by individual partner organisations, nor do they cover partner organisations' websites and communication channels. Partner organisations AG and RCT also conducted social media campaigns and promotional activities through their own channels. These activities and their contribution to the overall project dissemination and impact will be assessed in greater detail in Deliverable D.10.5, Final Dissemination Report. A more detailed assessment of the campaign's performance and results will be provided in Deliverable D.10.3 Report on Awareness Campaign Performance, and D.10.5 Final Dissemination Report.

As an additional communication activity beyond those originally planned, HumanityHub incorporated interviews with two Ukrainian representatives into its social media campaign. The interviewees are Ukrainian art curators who founded Days of Ukrainian Culture in Palermo, a cultural initiative launched on the anniversary of the Russian invasion of Ukraine and organised annually ever since.

However, the implementation of the social media campaign also revealed an **unanticipated communication challenge**. Changes in Metaverse platform policies and restrictions affecting the use and reach of certain keywords and content related to Ukraine, the war and Ukrainian refugees created limitations for some campaign activities and outreach. As a result, certain content and communication approaches required adaptation in order to maintain visibility and audience reach. This experience highlighted the increasing importance of flexible communication strategies when addressing sensitive and potentially restricted topics through social media platforms.

Community Events and Local Stakeholder Engagement

In addition to the online awareness-raising campaign, **three community events were organised as planned**, with one event held in Italy and two in Croatia. The events brought together representatives of employment and refugee support services, community organisations, public institutions, relevant stakeholders in the field of migration and refugee integration, as well as members of the wider public.

The events provided an opportunity to present HumanityHub, its objectives, activities and results, while creating space for dialogue on the needs of Ukrainian refugees and the potential for continuing and scaling the approaches tested through the project.

The events also supported reflection on available funding opportunities, potential continuation mechanisms, and possibilities for replicating or adapting the methodologies developed through HumanityHub. Across the three events, the activities reached **82 participants**, with each event engaging at least 20 participants. Beyond dissemination, the events supported the development of local stakeholder connections and created opportunities to identify organisations, resources and potential partnerships relevant to the continuation of work on refugee integration. In addition to the dedicated visibility and dissemination activities described above, HumanityHub activities implemented under the different work packages also created further opportunities for stakeholder engagement, networking and project visibility. Throughout WP7, WP8, WP9 and other project activities, partners engaged with relevant stakeholders, employment and entrepreneurship support organisations, public institutions, community organisations, mentors, businesses and other actors working in the fields of refugee integration, employment and entrepreneurship.

Additional National Media Visibility

An additional and unplanned visibility opportunity emerged during project implementation. The HumanityHub team, represented by ACT Group, was invited to participate in the Croatian national television programme [Zona 360](#), broadcast by Croatian Radiotelevision (HRT). The programme provided an opportunity to present the HumanityHub project and discuss the social and economic integration of Ukrainian refugees in Croatia, including the challenges they face as well as their aspirations, capacities and potential to participate actively in Croatian society and the economy.



Photo1. Programme participant and one of the mentors from Acceleration on Croatian Radio Television

The discussion also presented the **Zlet Acceleration Programme**, implemented by ACT Group under HumanityHub, as a concrete example of support for Ukrainian refugee entrepreneurs. One participant of the acceleration programme and one of its mentors were hosted on the programme, providing direct perspectives on the experience of participating in the initiative. The broadcast aired on **25 August 2026** and extended the visibility of HumanityHub, its beneficiaries and its approach beyond the direct project community. In particular, the participation of a programme beneficiary and mentor enabled the project's results and experiences to be communicated through direct personal perspectives rather than solely through institutional communication.

Additional Dissemination and Networking Opportunities

HumanityHub also benefited from several additional dissemination and networking opportunities that emerged during implementation and contributed to increasing the visibility and recognition of the project beyond its core activities.

On **29 October 2025**, RCT and ACT Group represented HumanityHub at an **International Scientific Conference held in Zagreb**, engaging with Croatian and international academics, researchers and organisations working in the fields of refugee and migrant support and integration. The event provided an opportunity to

present the project, exchange knowledge and establish connections with actors working on related issues.

Furthermore, the HumanityHub team participated in **three transnational mutual learning events**, held in Warsaw, online and in Vilnius. These exchanges created opportunities to share experiences with European organisations and stakeholders, learn from approaches implemented in other contexts, and establish new international connections and potential partnerships. They also increased awareness among European stakeholders of HumanityHub's objectives, the approaches tested through the project, and the specific social and economic integration needs of Ukrainian refugees.

These activities therefore contributed not only to project visibility but also to the **capitalisation and transfer of knowledge**, by positioning the HumanityHub experience within wider European discussions and networks concerning refugee integration and social innovation.

Taken together, the planned and additional activities significantly extended the reach of HumanityHub beyond its direct programme participants. The combination of social media communication, community events, national media exposure, scientific and professional engagement, and international mutual learning created multiple channels through which the project's objectives, results and experiences could be communicated.

Importantly, these activities contributed to positioning Ukrainian refugees not only as recipients of support but as **active participants, entrepreneurs, employees, community members and contributors to their host societies**. The visibility activities therefore supported a broader narrative of social and economic integration, while strengthening awareness of the capacities, aspirations and needs of Ukrainian refugees in Croatia and Italy. The additional opportunities that emerged during implementation, including national television coverage, scientific engagement and international mutual learning, also demonstrate the project's ability to generate visibility and networking effects beyond the activities initially foreseen. These opportunities created additional potential for the project's approaches and results to be shared, connected with wider networks, and considered for continuation, adaptation or replication.

Conclusion and SDG Contribution

The evidence collected across the HumanityHub interventions demonstrates that the project generated **meaningful and multidimensional changes in the lives of Ukrainian refugees**, extending beyond the acquisition of individual skills and knowledge. Across the different forms of support, participants reported improvements in their capacity to navigate their new environment, access opportunities and services, make informed decisions, strengthen their professional position, build social connections, and develop greater confidence and autonomy.

Several overarching areas of outcome and change can be identified.

1. Increased autonomy and capacity to navigate life in a new country

One of the strongest areas of change was participants' increased ability to navigate practical aspects of everyday life independently. Participants reported substantial improvements in their knowledge of housing, healthcare, employment support, contracts and working conditions, qualification recognition, institutional frameworks, available rights and relevant support services. These changes are particularly significant for people who had to rebuild their lives in a new country and navigate unfamiliar systems. The evidence indicates that the project contributed to a shift from dependency on information and external support towards greater individual capacity to identify, understand and use available resources and services.

2. Improved employability and access to economic opportunities

Employment-related outcomes were consistently identified across the evidence. Participants strengthened job-search skills, interview readiness, understanding of employment conditions, knowledge of employment support services, recognition of qualifications and awareness of opportunities in the local labour market. Participants also reported increased confidence in making professional decisions and considering different career pathways. The project contributed not only to improved employability but also to greater readiness to act on employment opportunities. This is supported by concrete follow-up evidence, including participants obtaining employment, launching or strengthening businesses, developing new sales channels and tools, and expanding professional networks.

3. Strengthened entrepreneurial capacity and economic participation

For participants interested in entrepreneurship or already running businesses, the project contributed to the development of entrepreneurial knowledge, business confidence and strategic thinking. Participants reported improvements in business

planning, market understanding, sales channels, revenue models, financial management, positioning, branding and identification of growth opportunities. Importantly, the change was not limited to knowledge acquisition. Participants translated learning into tangible business actions, including the development of websites and promotional materials, new sales tools and channels, improved business and revenue planning, new professional partnerships, international opportunities and, in some cases, recruitment of additional employees.

4. Increased self-confidence, self-efficacy and personal agency

A significant cross-cutting outcome was the strengthening of participants' confidence, motivation, and sense of agency. Participants described becoming more aware of their strengths, better able to recognise and structure their existing skills and experience, and more self-confident in making decisions and taking action. The evidence also points to improvements in resilience, emotional management, self-reflection and the ability to cope with change and uncertainty. Participants described acquiring practical techniques for managing stress, setting goals, recognising positive experiences and approaching challenges more constructively. These changes suggest that the project contributed to a greater sense of control over one's own life and increased readiness to act, which is particularly important in the context of displacement and adaptation to a new social and professional environment.

5. Improved language and communication capacities

Language development emerged as an important enabling factor across the interventions. Participants reported improvements in their ability to communicate and navigate everyday and professional situations, as well as greater confidence in interacting with people in the host-country context. Language development also supported wider outcomes, including employability, social participation, access to services and confidence in everyday interactions. It therefore functioned not only as an individual competency outcome, but as an enabler of broader integration and autonomy.

6. Stronger social connections, peer support and sense of belonging

The project generated important social outcomes alongside its practical and professional objectives. One of the biggest generated impacts is that participants valued the opportunity to meet others facing similar experiences, exchange information, share challenges and learn from peers. In several cases, these relationships continued beyond the formal programme through informal networks and communication channels. Peer relationships developed into practical mutual support, information sharing and continued exchange of opportunities. This indicates that the project contributed to reducing isolation and strengthening social capital,

peer support and a sense of belonging, while creating opportunities for participants to become more actively connected to their communities.

7. Greater social and cultural integration

The evidence also points to changes extending beyond the project's immediate skills and employment objectives. Participants reported increased participation in cultural activities, greater understanding of the institutional and social environment, and improved ability to navigate everyday life in their host country. Qualitative evidence also identified improvements in interpersonal and family relationships. These outcomes were not always explicitly planned as primary programme objectives, but emerged during implementation and follow-up. They therefore represent additional and positive spill-over effects of the intervention, demonstrating that the project's contribution extended into broader processes of integration, participation and well-being.

To sum up, a defining characteristic of the impact generated was the extent to which participants were able and willing to apply what they had learned. Participants consistently valued practical, actionable information and opportunities to immediately test new knowledge and approaches. This is particularly strongly demonstrated by the finding that **100% of participants in one of the support programmes confirmed that they intended to use the knowledge gained in their everyday lives and/or when seeking employment**. Similarly, participants in entrepreneurial support confirmed their intention to continue using the knowledge, contacts, materials and skills acquired. The project therefore generated outcomes not only at the level of **knowledge and awareness**, but also at the level of **behaviour, application and increased capacity to act**. Furthermore, participants **stated that the changes they experienced would not have occurred without the HumanityHub programme**. Importantly, **only five** of the participants overall stated that the changes would have happened anyway.

Overall, the evidence suggests that HumanityHub contributed to moving participants from a position of **initial uncertainty and limited familiarity with their new environment towards greater knowledge, confidence, autonomy, participation and capacity to shape their own personal and professional futures**.

The project's contribution can therefore be understood not simply in terms of the number of people reached or trained, but in terms of the **capabilities strengthened and the changes enabled in participants' lives**. This represents the central added value and impact of the intervention for Ukrainian refugees.

SDG Number	SDG	HumanityHub's contribution to SDG
SDG 8	Decent Work and Economic Growth	The Humanity Hub supports refugee-led businesses and provides entrepreneurial support, support for self-employment, employment orientation and promotes inclusive and sustainable economic growth in host EU countries.
SDG 10	Reduced Inequalities	The partner organisations work to empower refugees through job club programs and cultural orientation, facilitating their social and economic inclusion in local communities.
SDG 17	Partnerships for the Goals	The HumanityHub fosters collaboration between refugees, local communities, and community organisations to build a dynamic and innovative integration ecosystem.
SDG 3	Good Health and Well-being	The ongoing psychosocial services and support programmes provided by the HumanityHub address the mental health and self-confidence needs of refugees, promoting their overall well-being.

Table 10. SDG Matrix of HumanityHub impact

Lessons learned and Recommendations

Social innovation is fundamentally a process of experimentation, testing, adaptation and learning. Developing and piloting new approaches to address complex social challenges, in this case – those faced by Ukrainian refugees, who are predominantly women and therefore in a more vulnerable position – inevitably involves uncertainty, and not every intervention will achieve all its intended objectives or produce the expected results. Some approaches may prove highly effective, while others may reveal limitations, unexpected barriers or areas requiring further development. These findings should not automatically be interpreted as failures, but as valuable evidence for understanding what works, for whom, under which circumstances and why. In this respect, the HumanityHub project provided an opportunity to test a holistic model supporting the social and economic integration of Ukrainian refugees in Croatia and Italy. Through the implementation of four main support programmes addressing employment, psychosocial support, entrepreneurial education and acceleration, the

project generated practical experience and evidence concerning both the potential and the limitations of the tested approaches.

The lessons presented in this chapter are based on the implementation experience of the project partners, feedback from beneficiaries, and the findings of the impact measurement and evaluation processes conducted across the relevant support programmes. They reflect both the positive outcomes achieved and the challenges encountered during recruitment, implementation, communication, participant engagement and the delivery of support.

The experience of HumanityHub demonstrates that effective social innovation requires more than designing a promising intervention and delivering it within a predefined project period. It requires sufficient time to understand the local context, establish trust, involve the target group meaningfully, adapt support to individual circumstances and build relationships with relevant stakeholders. Above all, it requires a participatory approach in which refugees and other people experiencing displacement are recognised not simply as beneficiaries of support, but as active participants in identifying needs, shaping solutions and evaluating the changes generated.

The following **lessons and recommendations** are intended to inform future programmes supporting refugees, migrants and other people experiencing displacement, as well as the organisations, public institutions and policymakers involved in their social and economic integration.

1. Allow sufficient time for meaningful intervention and impact

One of the principal lessons from HumanityHub is that **18 months is a very limited period for designing, testing and evaluating a comprehensive social innovation model addressing the interconnected social, psychological and economic needs of refugees**. Although the project succeeded in implementing its planned interventions and generating valuable evidence, the available timeframe constrained the depth of support, opportunities for follow-up and the time available to consolidate relationships with beneficiaries and local stakeholders.

Working with people experiencing displacement requires time to establish trust, understand individual circumstances and create a safe environment in which participants feel comfortable sharing their needs and engaging in support activities.

This process cannot be reduced to recruitment, attendance and the delivery of predefined programme modules. It also involves informal communication, relationship-building, clarification of information and adaptation to changing circumstances.

Recommendations for future programmes:

- Allocate longer implementation periods for interventions involving intensive, individualised and group-based support, particularly when the objective is to generate social and economic outcomes.
- Allow sufficient time for needs assessment, outreach, recruitment, trust-building, implementation, follow-up and translation.
- Incorporate translation, interpretation and cultural mediation into the initial planning.
- Where feasible, introduce follow-up activities after the formal programme ends.

2. Adopt a participatory, human-centred approach: work with people, not for them

A second key lesson is the importance of **involving beneficiaries throughout the intervention** cycle. Refugees and migrants should not be treated solely as target groups whose problems need to be addressed through predefined solutions. Instead, they should be recognised as individuals with existing experience, aspirations, resources and perspectives that can inform the design and improvement of support programmes. This is why needs assessments and research were conducted within the HumanityHub project. These findings underline the importance of continuous dialogue with beneficiaries. Participatory approaches also support more realistic expectations, strengthen ownership and enable interventions to respond to changes in participants' circumstances.

Recommendations:

- Involve beneficiaries in needs assessment, programme design, implementation, feedback collection and evaluation.
- Use regular consultations and feedback mechanisms to identify emerging needs and adapt activities during implementation.

- Avoid assuming that all members of a target group share the same needs, capacities, expectations or level of readiness to participate.

The HumanityHub findings suggest that employment support should not focus exclusively on job-search techniques or professional preparation. Participants may also need assistance understanding employment contracts, accessing public services, navigating qualification-recognition procedures, building confidence and identifying how their existing competences can be transferred to the host-country context. Similarly, psychosocial support and cultural orientation can provide benefits that extend beyond the immediate objectives of individual sessions. Practical information, opportunities for physical activity, supportive group environments and interaction with experts can help participants address everyday challenges while strengthening social connections and well-being.

Recommendations:

- Retain practical modules addressing administrative procedures, rights and responsibilities, and access to healthcare and other services in the host country.
- Maintain expert-led question-and-answer sessions that allow participants to address concrete concerns.
- Continue offering psychosocial and well-being activities as an integral component of holistic integration support.
- Adopt an intersectional approach that considers how refugee status and other personal circumstances may affect access to services.
- Create opportunities for participants to develop social connections and familiarity with their local communities.

3. Build trust through local engagement, cultural mediation and community connections

The project highlighted that engaging Ukrainian refugees requires more than publishing calls for applications or relying on digital communication. Displacement, uncertainty about the future, unfamiliar administrative systems and previous experiences may affect how individuals perceive support offers and whether they feel comfortable participating.

The implementation experience demonstrated that digital channels alone may not reach all potential participants effectively, particularly those with limited digital or technical literacy. The recruitment and engagement process therefore requires direct outreach, accessible communication and a deeper understanding of the target group's circumstances. Thus, the **role of cultural mediators and individuals with established connections within refugee communities emerged as particularly important**. Such individuals can facilitate communication, help organisations understand cultural and contextual factors, clarify expectations and support the gradual development of trust. Building these relationships takes time and should be considered an integral component of programme implementation.

Recommendations:

- Combine digital outreach with in-person engagement through community organisations, trusted intermediaries and relevant local networks.
- Involve cultural mediators and, where appropriate, community insiders from the earliest stages.
- Ensure that programme descriptions clearly communicate the purpose, content, eligibility requirements, expected commitment and potential benefits of participation.

Additionally, within acceleration programme **integration coach and mentors** played a particularly important role in supporting participants throughout the accelerator programme. As entrepreneurs with international experience, including experience of working abroad and navigating life as migrants themselves, they brought valuable first-hand knowledge and a practical understanding of the challenges associated with establishing and developing a business in a new country. Their interpersonal skills, professional experience and ability to relate to participants' circumstances helped build trust, facilitate engagement and provide tailored guidance that addressed both the entrepreneurial and integration-related challenges faced by Ukrainian refugee entrepreneurs.

4. Combine group-based activities with individualised support

Group-based activities can provide valuable opportunities for learning, mutual support, peer exchange and community-building. However, the HumanityHub experience also highlighted the limitations of relying exclusively on group-based

interventions when working with people whose circumstances and needs differ considerably. In particular, the implementation indicated the importance of **complementing group activities with individualised support**. Participants may face different combinations of employment barriers, family responsibilities, childcare needs, language difficulties, psychosocial challenges, qualification-recognition issues and administrative obstacles. The Job Club experience also demonstrated that group activities can generate benefits beyond their immediate employment-related objectives. Participants can build relationships, exchange practical information and develop informal support networks that contribute to a sense of belonging and mutual assistance.

Recommendations:

- Combine group-based learning and peer support with individual consultations tailored to participants' specific needs.
- Provide additional assistance or referrals for participants facing specific barriers related to employment, family responsibilities, childcare, well-being or access to services.
- Maintain safe and supportive group environments that encourage open communication, reflection and mutual learning.
- Recognise peer support and community-building as valuable outcomes alongside the acquisition of practical knowledge and skills.
- Continue developing Job Clubs as spaces for practical employment support, peer exchange and social connection.
- Encourage links with local communities, employers and relevant support organisations.
- Explore the needs of participants who do not experience the expected improvements to identify possible barriers or gaps in support.

5. Design flexible programmes that respond to changing circumstances

HumanityHub demonstrated that programme implementation **rarely follows a completely predictable path**. Participants may experience changes in employment, family circumstances, availability, housing or legal status during the programme.

Uncertainty surrounding the future of temporary protection may also influence their decisions, priorities and capacity to commit to longer-term activities.

In addition, **differences in language proficiency, digital literacy and prior experience may require adjustments to communication methods, learning formats and levels of support.** These factors are particularly relevant when delivering programmes to participants with diverse educational and professional backgrounds.

Recommendations:

- Introduce flexible participation arrangements, including alternative session times, additional consultations and different learning formats where feasible.
- Provide clear information about participation requirements while recognising that participants may have competing personal, professional and family responsibilities.
- Where programme rules permit, adapt delivery methods in response to feedback.

In addition, **adapt recruitment and communication to the target group.** The project experience showed that standard recruitment methods and digital application channels may not be sufficient to engage all potential participants. **Differences in digital literacy, access to technology, language proficiency** and understanding of the programme's objectives can affect whether people apply and participate.

The project initially anticipated that digital communication and online application channels would be effective tools for reaching participants. In practice, varying levels of digital and technical literacy affected the accessibility of some activities and processes. This experience highlights the importance of assessing digital readiness rather than assuming that participants can use online tools independently.

Recommendations:

- Assess digital literacy and access to technology during recruitment or initial needs assessment.
- Provide technical guidance and support with online platforms where required.
- Use accessible digital tools and clear instructions.
- Offer alternative communication or participation arrangements where feasible.

6. Recognise the value and limitations of multilingual support

Multilingual delivery is essential for making support accessible to refugees and migrants who may not yet have sufficient proficiency in the host-country language. However, HumanityHub's experience highlighted that translation and interpretation require careful planning, appropriate expertise and adequate time.

Recommendations:

- Assess participants' language preferences and proficiency before implementation.
- Engage qualified interpreters and cultural mediators familiar with the programme's subject matter.
- Allocate sufficient time for interpretation, clarification, questions and discussion.

7. Strengthen the practical and locally contextualised nature of entrepreneurial support

Entrepreneurial education and acceleration should respond to the specific regulatory, economic and cultural environment in which participants intend to establish or develop their businesses. General entrepreneurial knowledge is valuable, but it may be insufficient without practical guidance on local market conditions, administrative requirements, business networks and available support mechanisms. The implementation of entrepreneurial support programmes also highlighted that building relationships with potential customers, partners, suppliers and institutions takes time. Improvements in entrepreneurial knowledge do not necessarily translate immediately into established business networks or measurable business development.

Recommendations:

- Localise and contextualise training content to the business environment.
- Include practical examples, case studies and exercises based on the real circumstances of participants.

- Provide access to mentoring, business advisers, relevant institutions and entrepreneurial networks.
- Address the regulatory framework, market research, customer identification, business development and available support services.
- Allow sufficient time for participants to apply learning, receive feedback and refine their business plans or practices.

Maximising Impact: Recommendations for Future Programmes

To conclude, social integration is a long-term process that extends beyond the duration of individual projects. For Ukrainian refugees, uncertainty regarding the future of temporary protection and their longer-term prospects in host countries can affect decisions about employment, education, entrepreneurship and settlement.

Drawing on the cross-cutting and Work Package-specific findings, several priorities emerge for organisations designing and implementing future programmes supporting refugees, migrants and other people experiencing displacement.

First, **future programmes should be sufficiently long-term and flexible** to allow meaningful engagement, trust-building, individualised support, implementation and follow-up. The duration and scope of the intervention should reflect the complexity of the needs being addressed. Second, **beneficiaries as participants should be actively involved in shaping the interventions intended to support them**. Continuous consultation and feedback should inform programme design, recruitment, delivery and evaluation. This helps ensure that the intervention remains relevant to participants' circumstances and avoids relying on assumptions that may not reflect their lived experiences. Third, **holistic support should be combined with individualised assistance**. Employment, entrepreneurship, psychosocial well-being, language, cultural orientation and social connection are interconnected dimensions of integration. Group-based activities can provide valuable learning and peer support, but they should be complemented by individual guidance and referral mechanisms where needed. Fourth, **implementation should be adapted to the local context and the characteristics of the target group**. Language preferences, digital literacy, family responsibilities, employment commitments, qualification-recognition procedures and access to local networks should be considered from the outset.

Finally, **effective social innovations require pathways towards sustainability and institutional uptake**. Project-based interventions can test promising approaches, but lasting impact depends on whether the lessons generated can inform existing services, future programmes and policy decisions. Scaling should **not** mean reproducing the same intervention unchanged in every context. Instead, it should involve transferring the underlying principles and effective components while adapting delivery to local conditions, institutional arrangements and the needs of different target groups.

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HumanityHub

Where Cultural Inclusion Meets Economic Empowerment



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