

Human Power Hub **EUROPE**

**Connecting
impact innovation**
**Imagining impactful
futures**

TRANSFERABILITY STUDY

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Transfer Partners: Bologna (IT) · Espoo (FI) · Gdańsk (PL) ·
Kyiv (UA) · Leipzig (DE) · Málaga (ES)

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Executive Summary

The Human Power Hub Europe Transfer Network brings together seven cities — Braga (Portugal), Bologna (Italy), Espoo (Finland), Gdańsk (Poland), Kyiv (Ukraine), Leipzig (Germany), and Málaga (Spain) — in a shared commitment to adapt and institutionalise the Human Power Hub (HPH) model developed in Braga. Recognised as an URBACT Good Practice in 2024, the HPH represents a new generation of social innovation centre: human-centred, quadruple helix-governed, and embedded in public policy.

This Transferability Study is the foundational output of the network's Understand phase. It provides a detailed description of the Good Practice; introduces the profiles of each partner city including an assessment of their transfer readiness; and presents a shared methodology and roadmap for the Adapt and Reuse phases. The study confirms a high overall transfer potential across the partnership, while acknowledging significant diversity in city partners' scale, governance maturity, and ecosystem conditions.

The study proposes to adopt a new methodological lens that runs across the entire network: a **product development approach to social innovation transfer**. Rather than framing the good practice transfer process in purely administrative or policy terms, the network treats the HPH as a product - a social innovation platform with a version history, a feature set, user testing protocols, and a roadmap toward scale. With this approach, each partner city acts both as a user and a co-developer of the product.

The cornerstone concept of this approach is the **Minimum Impact Human Power Hub (MiHPH)**, which represents the smallest, leanest version of the HPH that can still generate measurable social impact in a given city context. Drawing on the logic of the 'Minimum Viable Product' (MVP) from innovation product development, the MiHPH allows cities to launch quickly, learn rapidly, and importantly iterate toward (full-)scale implementation - rather than waiting for ideal conditions that may never arrive.

The study shows high overall transfer potential across the partnership. Bologna is positioned for Level A (full platform release); the five other transfer partners target Level B (adapted beta releases); and Braga's own ambition is a v2.0 upgrade of its original platform.

The study sets out a network methodology organised around three product development cycles - Discovery sprint, Build sprint, and Scale sprint - corresponding to the URBACT Understand, Adapt, and Reuse phases.

The Transferability Study is structured in 3 main sections:

- A structured description of the Human Power Hub Good Practice;
- Detailed partner city profiles and transfer readiness assessments;
- The shared transfer methodology and implementation roadmap.

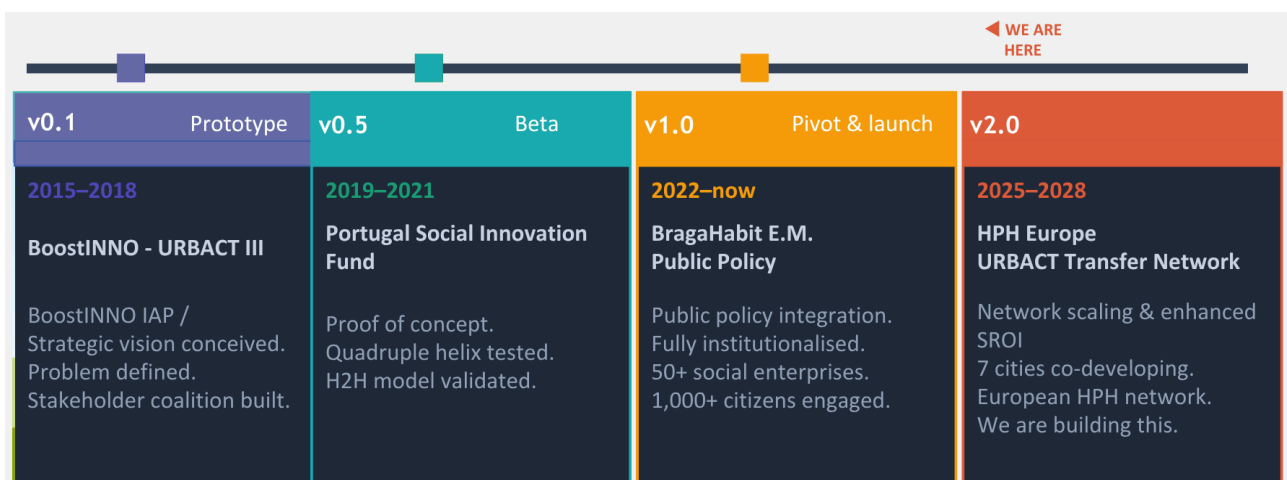
Section 1 — The Good Practice

1.1 Introduction

The Human Power Hub (HPH) is a recognised URBACT Good Practice 2024, developed and operationalised by the City of Braga (Portugal) through its municipal company BragaHabit E.M. It is based at the Centro de Inovação Social de Braga and it is a new-generation social innovation centre designed to support citizens, organisations, public institutions and businesses in addressing complex societal challenges through experimentation, co-creation and impact-driven entrepreneurship.

Seen through a product development lens, it is something more precise and more transferable: a **quadruple-helix social innovation platform product**, an operating system for social innovation that cities can deploy, configure, and contribute to.

The initiative originated from Braga's participation in the URBACT III 'BoostINNO' Action Planning Network (2015–2018), during which the city developed an Integrated Action Plan focused on strengthening local innovation ecosystems (the '**prototype**'). Initially conceived as a strategic vision and civic mobilisation platform, the HPH evolved over a decade into a permanent institutional structure embedded in municipal public policy ('**incubation and testing**' - 2019-2022). Today, HPH functions simultaneously as a policy instrument, a physical space, a methodology toolkit, and a community ecosystem, a stable, operational platform embedded in municipal public policy via BragaHabit E.M. ('**HPH version 1.0**').



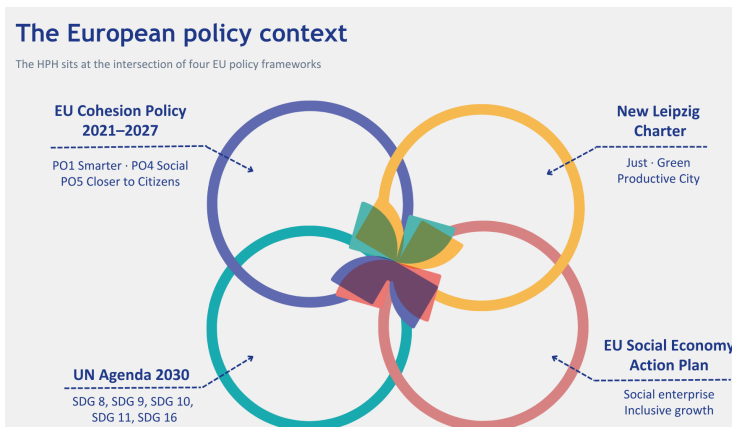
Unlike traditional business incubation models, which operate under Business-to-Business (B2B) or Business-to-Consumer (B2C) logics, Braga's HPH is built around a Human-to-Human (H2H) philosophy. It prioritises personal transformation, collective problem-solving and social value creation over purely commercial outcomes. Innovation is framed as a social and civic process, and citizens are empowered to become change-makers. Users are not customers; they are co-developers. This characteristic is fundamental to understand both what makes the HPH work and what would be required to transfer it successfully.

1.2 The European policy context

The Human Power Hub operates within a rapidly evolving, complex and at times blurry European policy landscape characterised by overlapping - and sometimes competing - interpretations of social innovation,

social economy, entrepreneurship, civic engagement and impact investment. HPH model responds directly to these tensions and seeks to reconcile them within a coherent operational framework.

The HPH model responds directly to four overlapping European policy landscapes, each of which frames a different dimension of the HPH's policy relevance:



Within **EU Cohesion Policy 2021–2027**, the HPH supports PO1 (Smarter Europe), PO4 (More Social Europe) and PO5 (A Europe Closer to Citizens). In product terms, it is compatible with multiple policy 'operating environments', it can run within mainstream Structural Fund delivery as easily as it can within the New Urban Agenda or the European Pillar of Social Rights.

The **New Leipzig Charter** provides the normative architecture: the HPH simultaneously advances the Just city (inclusive access to innovation tools and entrepreneurial pathways), the Green city (ESG principles embedded in all programmes), and the Productive city (social entrepreneurship as a driver of economic resilience). Braga's recognition as 'European Rising Innovative City 2024' validates the model's European scalability.

The **UN 2030 Agenda** maps directly onto the HPH's impact architecture: SDG 8 (Decent Work), SDG 9 (Industry and Innovation), SDG 10 (Reduced Inequalities), SDG 11 (Sustainable Cities), and SDG 16 (Strong Institutions) are all addressable features of a well-configured HPH deployment.

The **European Social Economy Action Plan** (2021) aims to harness the potential of social economy entities such as cooperatives, mutual societies, associations, and social enterprises, to drive inclusive growth, create quality jobs, and foster social innovation across member states. It sets out a series of measures to improve access to finance, boost visibility, and strengthen the legal and policy frameworks that support social economy organisations operating within and across borders.

Against this backdrop, the Human Power Hub good practice responds to three interconnected challenges of the 21st-century:

Economy

Inequality, precarious work, exclusion from opportunity, unsustainable growth models, overconsumption, and the dominance of the shadow economy (Red - overconsumption; Black - parallel/illegal; Brown - fossil fuels) over the emerging coloured economy (Green, Circular, Regenerative, Silver, Orange, Blue).

In Braga, these tensions manifest not as separate economic verticals but as a mixed challenge requiring an integrated innovation response. The HPH acceleration programmes deliberately blend these economies rather than specialising in a single vertical.

Sustainability

Biodiversity loss, extreme climate events, and the structural collision between economic growth models and planetary boundaries. Fires in Portugal, floods in Spain, 'black snow' in Germany - these are not abstract policy challenges but the lived conditions of the communities that the HPH aims to serve.

ESG principles are embedded as a design requirement, not a compliance layer.

Democracy

Democratic participation is under pressure. Civic trust is declining, participation fatigue is increasing, and public institutions feel distant. By operationalising democratic participation through co-creation, the quadruple helix governance, and the fundamental institutional commitment with a dedicated, publicly supported hub, HPH seeks to collectively address these social, economic, environmental problems.

The HPH model aligns with the **United Nations 2030 Agenda**, the **European Green Deal**, the **European Pillar of Social Rights**, and emerging EU frameworks on social innovation, mission-oriented policy, digital transformation and citizen participation. By embedding experimentation within public policy, the HPH contributes to Europe's transition towards inclusive, sustainable and participatory governance systems.

1.3 The policy conceptual framework

Three major **policy dialectics** also frame the HPH's positioning in the European landscape and explain its particular relevance for transfer across diverse city types:

Social economy vs. Impact economy

This is the fundamental dialectic of European social innovation. The **social economy** tradition, rooted in cooperatives, mutuals, associations and foundations, prioritises solidarity, collective ownership and democratic governance. It is strongly established in Portugal, Italy, France and parts of Spain. The **impact economy** tradition, influenced largely by Anglo-American models and inspired by movements like Ashoka, prioritises social entrepreneurship, venture philanthropy, investment-based impact measurement, and scaling. In Europe, they can be found to a degree in Finland, Germany and parts of Spain.

In Portugal, the connection between social innovation and the social economy is clear but tense. Traditional cooperatives and new social enterprises coexist in mutual suspicion. The HPH was deliberately designed to bridge these two models, offering a platform where both can coexist and reinforce one another, where a solidarity-based food waste project (Virar) can sit alongside a digital health enterprise, accessing the same methodology, the same space, and the same network of mentors.

Solidarity vs. Society

Social innovation initiatives often oscillate between addressing acute social vulnerability (e.g. homelessness, migration, poverty) and promoting broader societal wellbeing (e.g. education, mobility, health, climate behaviour).

Both are legitimate; both generate social value. But they require different methodologies, different stakeholder maps, and different governance cultures.

HPH adopts a holistic approach enabling both solidarity-based interventions and society-wide innovation experiments within a single ecosystem. It maintains a clear H2H philosophy that positions every user as a potential change-maker regardless of their social starting point. A mobility initiative and a food poverty project coexist within the same Hub because both are evaluated against the same criterion: does this generate human-centred, community-driven social impact?

Public innovation vs. Civic innovation

These two 'cultures' often do not speak the same language, operate on different timescales, and use different success metrics. Public institutions increasingly invest in innovation labs and policy experimentation (top-down, policy-driven, institutionally managed), while grassroots civic actors develop bottom-up solutions through informal networks and community action.

Recognising these different approaches to social innovation in Europe, HPH positions itself as an intermediary space where top-down public policy experimentation and bottom-up civic grassroots action meet, collaborate and co-evolve. HPH is institutionally anchored through BragaHabit E.M., yet operationally driven by the needs and ideas of the citizens, entrepreneurs, and community actors. In Braga, the existing dual-track model makes this concrete: conventional for-profit entrepreneurship belongs at Startup Braga whilst purpose-driven innovation that addresses social or environmental problems belongs at the Human Power Hub.

1.4 A practical taxonomy of innovation centre types

This proposed taxonomy determines who funds the hub, who governs it, what programmes it runs, and which partners must be activated. Understanding where a city's deployment sits in this taxonomy will help city partners design a viable MiHPH.

Type	Full name	Focus & logic
SIC	Social Innovation Centre	Driven by social impact from a solidarity or society orientation. Strong in Portugal and Italy. European models range from Glasgow's Centre for Civic Innovation (democracy, Design Thinking) to Social Fare in Turin (social enterprise, civil society-managed). SIC may draw on either cooperative or impact economy traditions.
PIC	Public Innovation Centre	Focused on policy innovation and municipal work. PIC navigates the tension between top-down public innovation and bottom-up civic innovation. It is most effective when it bridges these two cultures rather than privileging one. Bilbao's university-connected model illustrates this different configuration.
CIC	Corporate Innovation Centre	Driven by the corporate sector: banks, foundations and (larger) companies using CSR or ESG frameworks. The CIC model provides significant funding and private sector legitimacy but also comes with the risk that corporate logic can deplete its social mission if governance is not robustly quadruple-helix. BBK Kuna (Spain) is a reference success model.
SRC	Social Resilience Centre	Emerging typology for post-conflict or crisis recovery contexts. SRC combines social innovation with emergency response, psychosocial support, and economic reconstruction. It is not yet fully codified in HPH v1.0 architecture but Kyiv's deployment will have the potential to generate the network's first validated SRC methodology.

Most cities in the HPH Europe network will likely deploy a hybrid type. However, it is important that each city makes an explicit typology choice before embarking on the design of its MiHPH, as this will directly contribute to determining the governance architecture, the funding strategy, and the stakeholder activation sequence for adaptation and transfer.

1.5 The Human Power Hub description

1.5.1 Braga profile

Population	201,583 (INE - Municipal Social Indicators for Braga (GEE/INE 2022/23))
Unemployment rate	Municipality-level unemployment data is not published Portugal: 6.1% (2024), with youth unemployment (15–24) at nearly 20%
NEETs (15–29)	Municipality-level data available Portugal: 8.4% in 2022
Active enterprises	25,952 (2022)
Social enterprise	N/A
EU Fund Context	Less developed region
Key policy frameworks	Braga Innovation Strategy 2020-2030; Municipal Strategic Plan for Social Innovation; Portugal Inovação Social; European Pillar of Social Rights; Tech4Good Agenda

1.5.2 HPH version history: From prototype to Human Power Hub

v0.1 - Prototype (2015-2018): BoostINNO IAP

Concept design phase.

The project originated with Braga's participation in **URBACT III Action Planning Network BoostINNO**, led by Gdańsk, and with Turin and Paris as partners, to boost social innovation initiatives.

Braga co-developed its Integrated Action Plan that presented its **new social innovation theory of change**. The HPH was first conceived as a strategic vision: an innovation ecosystem centred on human potential and civic engagement. In this phase it did not include operational infrastructure yet.

The key output was the validated problem definition and initial stakeholder coalition.

v0.5 - Beta (2019-2021): Portugal Social Innovation Funding

Incubation and testing phase.

The HPH received funding from the **Portugal Social Innovation Fund** to implement its Integrated Action Plan and as such entered into operation as a social entrepreneurship incubator. It was managed by a **foundation representing a Quadruple Helix** governance model, involving the Municipality, the University of Minho, the Catholic Church and civil society organisations. During this phase, methodologies were tested and partnerships developed, while traction and legitimacy were built within the local ecosystem. HPH also collaborated with partners such as La Noria, Málaga, and Medialab Prado. 'User' feedback was integrated iteratively.

The key output was a fully fledged proof of concept, which validated the H2H model promoted by HPH as a way to generate social impact at scale.

v1.0 - 'Release' (2022-Present): Public policy integration

HPH pivoting and launch - a mindset shift

In 2022, the HPH was formally integrated into the municipal public company **BragaHabit E.M.**, becoming a permanent public policy instrument. It currently manages funding from **Portugal Social Innovation 2.0** and operates as the city's core platform for social innovation, impact entrepreneurship, civic experimentation and ecosystem development. It has established a stable governance structure, benefits from a dedicated team, a physical hub, and offers a full suite of programmes.

The key output was the institutionalisation of HPH and the recognition of social innovation as promoted by HPH as public policy.

Future objectives for 2026-2028 include continued international cooperation with cities such as Gdańsk, Espoo, Leipzig, Bologna, and Kyiv.

1.5.3 The HPH feature set: Five core modules

The HPH's transferable model consists of five feature modules. Partner cities do not need to adapt all five simultaneously. The **Transfer Puzzle** logic (detailed in Section 4) has been designed to allow each city to develop its own transfer plan based on their local conditions, capacity, and strategic priorities.

#	Module	Description
M1	Governance & quadruple helix ecosystem	The hub's operating system: the governance architecture that activates and coordinates public, private, academic and civil society actors. Without M1, no other module can function sustainably. This is the minimum viable governance layer.
M2	Incubation & acceleration programmes	The hub's core applications: structured pathways for social entrepreneurs, civic innovators, and youth change-makers to develop, test, and scale their ideas. Includes programmes such as Boostcamp, Tech4Good, and the Scaling Programme.
M3	Impact measurement & sustainability	The hub's analytics and reporting layer: A key feature of HPH braga is the Theory of Change that framed (and continues framing) the development and evolution of the new Quadruple-Helix driven Hub through its stages. SROI methodologies, outcome monitoring, and financial sustainability planning are essential elements that enable the Hub to demonstrate value and attract continued investment.
M4	Civic engagement & co-creation	The hub's community layer: Human-Centred Design, participatory prototyping, user-centred service design, and co-creation methodologies ensure that the HPH serves real community needs rather than institutional assumptions.
M5	Physical / Virtual hub infrastructure	The hub's user interface: a dedicated space (physical, virtual or hybrid) where social innovation is enacted, not just discussed. The space design communicates the hub's values - accessibility, creativity and openness.

1.5.4 Hub performance: v1.0 results (Braga)

The HPH v1.0 has generated validated, evidenced outputs that constitute its proof-of-concept for transfer:

- 50+ social enterprises created; 200+ jobs generated in the social sector.
- 1,000+ citizens engaged through workshops, capacity-building programmes and collaborative projects.
- 100+ social organisations supported to improve governance and contribute to local policy.
- Institutional innovations: new cross-departmental collaboration models; experimentation embedded in policy design.
- Ecosystem outputs: strengthened quadruple helix partnerships; national and European funding attraction.
- Flagship impact products: Virar (food waste solidarity), Eat Fit (affordable nutrition), a mobile public health unit for rural communities.

These results demonstrate the Hub's ability to operate simultaneously at product, organisational, institutional and ecosystem levels - the hallmark of a mature model rather than a point solution.

1.6 Transfer potential: HPH scalability assessment

The HPH's transfer potential is determined by four scalability characteristics: its **modularity** (the feature set can be partially deployed); its **ecosystem sensitivity** (the Hub can adapt to both integrated hubs and specialised verticals); its **institutional flexibility** (it can be implemented within municipal administrations, public companies, foundations, universities or hybrid governance structures); and its **built-in onboarding infrastructure** (documentation, methodology toolkits, and community support mechanisms are part of the HPH framework).

The main development priorities for a v2.0 upgrade, which Braga will pursue through the network, are:

- ❖ An enhanced quadruple-helix approach with all 4 areas gaining equal importance and impact
- ❖ An improved systematic impact measurement/SROI framework (upgrading M3);
- ❖ Diversified blended finance models for financial sustainability;
- ❖ Enhanced digital co-creation tools (upgrading M4); and
- ❖ Validation of the Hub's performance across diverse European adaptation environments.

Section 2 — Partner Profiles

2.1 The HPH Partnership



The HPH Transfer Network partnership is composed of Braga, Portugal, sharing its good practice, and six transfer partners represent six distinct environments for the adaptation of the HPH.

Each city is simultaneously a **'beta tester'** (discovering what works in their context), a **co-developer** (contributing features and learnings back to the HPH), and a **future operator/enabler** (responsible for maintaining their local implementation beyond the project lifetime).

The diversity of the partnership - in scale (from Braga's 193,000 to Kyiv's 3.7 million), development contexts (EU Less Developed Regions, More Developed Regions, and a non-EU partner under NDICI), governance maturity, ecosystem density, and social challenge profile - is the network's greatest methodological asset. It tests the HPH's adaptability under real-world conditions across the full range of European urban environments.

2.1.1 Transfer Partner - Bologna

Transfer Partner 1

Bologna, Italy 

Pop. 1,020,193 (Metropolitan City, Emilia-Romagna) · Transfer level: Level A - MiHPH - **Impact Intelligence Power Hub**

Population	1,020,193 (Metropolitan City, as of 31 December 2024 - ISTAT)
Unemployment rate	3.8% (metropolitan area - Il Mercato del Lavoro Bologna, 2023)
NEETs (15–29)	9.6% in Emilia-Romagna region (2024 Eurostat / Ufficio Statistica Regione Emilia-Romagna)
Active enterprises	82,117 (2024 Chamber of Commerce of Bologna)
Social enterprises	761 cooperatives (0.9% of active enterprises - Chamber of Commerce of Bologna, 2024)
EU Fund Context	More Developed Region - ERDF / ESF+
Key policy frameworks	Metropolitan Strategic Plan 2.0; Metropolitan Plan for the Social Economy (Italy's first dedicated social economy plan, 60+ measures across 7 missions)

Policy challenge

Bologna's metropolitan area faces a structural paradox: one of Italy's most mature innovation ecosystems coexists with persistent fragmentation between its startup support infrastructure and its deep cooperative tradition.

Core challenges include: skills mismatch in high-tech fields (IT, engineering, data science), with companies unable to find qualified workers and young entrepreneurs blocked by financial barriers; difficulty scaling social enterprises and accessing diverse finance instruments; a growing housing crisis particularly affecting vulnerable populations; and the need to fully integrate citizen engagement into governance structures.

The city's ambition for the HPH transfer is explicitly transformative: it is not simply to create another hub, but to give concrete operational form to the Metropolitan Plan for the Social Economy, turning strategic objectives into practical, place-based actions and developing. It needs to create a strategic connective layer that links existing assets under a coherent model rather than adding new infrastructure.

Social innovation ecosystem

Bologna has an unparalleled ecosystem density. This includes Progetti d'Impresa (startup support service), Insieme per il Lavoro (multi-sector employment network), BIS Bologna Innovation Square (open innovation platform for digitalisation and green transition), and the Microfuture Interreg Europe project on microfinance for vulnerable populations. The ecosystem is enriched by hybrid philanthropic actors: Fondazione Golinelli (education, science and innovation), Fondazione MAST (work, photography, digital culture - connected to the Coesia industrial group, an important corporate helix asset), and Impronta Etica (corporate sustainability network, 40+ business members). Noticeably, five of the ten largest businesses in Bologna are cooperatives. The IUCC - Yunus Social Business Centre at the University of Bologna - adds a further academic connection to the global social business movement.

The metropolitan ecosystem self-assesses its maturity level as Established - with strong collaboration and a long-established participatory culture - but it also acknowledges that public-private partnerships are still needed for further development.

Bologna is also becoming a major data hub (Leonardo data centre and the EU centre for climate change and weather forecasting), creating a unique opportunity to link technological capabilities creating a unique opportunity to link AI, IoT, and big data to social innovation - an 'impact altitude' rather than just impact measurement.

Transfer assets

Italy's strongest cooperative sector provides the foundation for the HPH's H2H philosophy.

The Metropolitan Plan for the Social Economy (60+ measures, 7 missions) provides an immediate strategic anchor. BIS Bologna Innovation Square provides existing open innovation infrastructure.

The existing strong philanthropic infrastructure (MAST, Golinelli, Unipolis Foundation) provides blended finance potential.

A physical space - the identified Repair Hub (currently hosting an EU-funded repair and reuse project concluding in 2025) offers natural continuity with an established community and civic identity around repair, circular economy and social inclusion, directly aligned with HPH M3 and M5. City twinning with Kyiv and Leipzig can enable enhanced bilateral exchange.

Transfer barriers

The core risk is ecosystem redundancy: the HPH must develop a clear differentiation narrative, clearly identifying what it adds that Bologna does not already have. The answer lies in the quadruple helix governance integration and the H2H philosophy as a unifying methodology across the fragmented services. The physical space requires significant refurbishment investment.

The transition from strategic planning to operational delivery - turning the Metropolitan Plan for Social Economy into practical hub activity - is Bologna's central implementation challenge. Consolidating what exists after significant Resilient Cities and Green Deal investment, before moving toward new forms of sustainability, will also require sustained coordination. The HPH methodology will be drawn upon to achieve this.

Quadruple helix activation

Helix	Key actors	Role in HPH transfer	Primary module link
Public	Metropolitan City depts, Region Emilia-Romagna, ANCI	Strategic coordinator, social economy plan delivery, policy mandate	M1 - Governance; M3 - Impact measurement;
Private	MAST Foundation, Golinelli Foundation, Impronta Etica, Bank Foundations	Impact investment, corporate sustainability, blended finance	M2 - Incubation; M3 - Impact measurement/SROI
Academia	University of Bologna, Yunus Social Business Centre	Research, microfuture microfinance, methodology transfer	M3 - Impact measurement;; M4 - Co-creation
Civil society	Cooperatives, Third sector forum, repair associations, street artists	Co-creation, community ownership, circular economy ecosystem	M2 - Incubation; M4 - Civic engagement

Key ULG stakeholders: Metropolitan City departments (European Projects, Social Economy, Labour, Tourism); Region Emilia-Romagna; ANCI. Philanthropic: MAST Foundation (Coesia Group), Golinelli Foundation, Impronta Etica, Unipolis Foundation. Civil Society: Third Sector Forum, Trade Unions, repair sector associations, street artists. Academia: University of Bologna. Business: Association of Enterprises, Fab Labs, Bank Foundations. Strategic: Chamber of Commerce of Bologna.

'Unusual suspects': street art collectives, repair associations, schools and vocational training centres.

Transfer readiness rating

Dimension	Rating	Notes
Political support	High	Metropolitan Strategic Plan and Social Economy Plan provide strong formal mandate
Ecosystem maturity	High	Self-assessed as Established; Italy's strongest cooperative sector
Physical infrastructure	Medium	Repair Hub identified but requires refurbishment - funding to be confirmed
HCD & impact skills	Medium	Strong in civil society; partial within municipal administration
Financial sustainability	High	Multiple philanthropic and EU funding streams available
Overall transfer potential	High	Level A - Full HPH Bologna v1.0 within the project timeframe, with a focus on impact intelligence

2.1.2 Transfer Partner - Gdańsk

Transfer Partner 2

Gdańsk, Poland 

Pop. ~486,000 (Gdański NUTS 3, Pomorskie) · Transfer level: Level B - MiHPH Youth Impact Power Hub

Population	486,022 (2025, gdansk.pl)
Students in schools	76,100 thousand (school year 2024-2025)
Unemployment rate	2.5% (2024 - Gdańsk Labour Office)
Youth unemployment	6.7% of registered unemployed aged 18-24 (2024 - Gdańsk Labour Office)
Active enterprises	96,004 firms (2023 - State of the City Report, Gdańsk)
Social enterprises	14 registered entities (2026 - National Social Enterprise Registry, powiat Gdańsk)
EU fund context	Less developed region - ERDF / ESF+
Key policy frameworks	Gdańsk 2030+ Strategy ('Shared City' and 'Green City' pillars); Programme of Cooperation with NGOs 2026; Gdańsk Youth Fund; Green Civic Budget; upcoming city-wide Youth Policy

Policy challenge

Creating a network of youth hubs has become one of Gdańsk's top social development strategic priorities. The city faces a structural gap with existing spaces for young people (Blue Sneakers, Arbuz and others) that are scattered and do not form a coherent city-wide network. Many offers reach only already-active youth, leaving large segments underserved - particularly in rapidly growing residential areas such as Gdańsk South (Południe), where new housing is not accompanied by adequate social infrastructure.

Core challenges include: social resilience, rising mental health concerns among youth; fragmented and underfunded youth spaces; insufficient civic participation mechanisms for young people; and the need to move from project-based approaches to a systematic, city-wide youth engagement infrastructure embedded in public policy. The city is simultaneously developing a comprehensive Youth Policy with a strong focus on mental health and wellbeing.

HPH has the potential to provide the practical model to anchor this.

Social innovation ecosystem

Gdańsk has a mature, institutionalised social innovation and civic participation ecosystem, which it self-assesses as **Established**.

Key elements include the INNaczej social innovation incubator (providing small-scale funding + mentoring); the Social Hub Dolna Brama (a dedicated civic participation and incubation centre housing the municipal cooperation team); Gdańsk Lab (an internal municipal think-tank of civil servants). Gdańsk also has six micro-grant streams on youth, neighbourhood, senior, sport, equal treatment, innovation and 23 co-financed Neighbourhood Houses across 16 districts run by local organisations and NGOs.

The ecosystem also features structured participatory democracy tools: legally regulated public consultations, Citizens' Assemblies, a Green Civic Budget (running for 10+ years), and District Councils.

Cross-sector cooperation is anchored in formal frameworks through a long-term established programme of cooperation with NGOs, EUARENAS, Civic eState, and CO4 Cities. Four universities provide strong academic capacity.

Gdańsk was also the lead partner of the BoostInno URBACT III Action Planning Network, at the origin of the HPH.

The municipality plays multiple roles in this ecosystem: direct operator, facilitator/enabler, funder, and strategic coordinator. However, cross-departmental collaboration remains siloed day-to-day with leadership on social innovation sitting primarily with the Social affairs department, with coordination gaps across other departments.

Transfer assets

The city has proven youth pilots such as Blue Sneakers (a mental health, prevention and empowerment initiative working with police, social services and health professionals), Arbuz (creative youth-led cultural hub), the Dolna Brama Center (community-based programming and co-creation). The Green Civic Budget, which has been running for over 10 years, and a dedicated Gdańsk Youth Fund provide participatory finance mechanisms.

For HPH, a physical hub has been identified: a historic building near Gdańsk Politechnika railway station, adjacent to Gdańsk University of Technology, an excellent location. Co-design with young people is already underway through creative workshops and a diverse youth cohort has been recruited. Funding pathways that are confirmed include ERDF integrated action plan for building renovation as well as the city's own departmental budget. LPP Foundation (a well-established clothing brand) that co-finances Blue Sneakers, is a successful model for private sector impact investment in youth infrastructure that can be shared with the partners.

Transfer barriers

The historic building requires full renovation, a major investment and procurement challenge. The renovation timeline will require a phased approach: temporary activities in existing venues (Dolna Brama, neighbourhood houses) while the dedicated hub is progressively activated.

Human-Centred Design and Social Impact Measurement skills are Partial/Developing within the administration, targeted capacity building will be essential. Long-term funding sustainability for youth services beyond the URBACT project period requires an explicit financing architecture. Stakeholder engagement with NGOs and business actors is functional but limited. Their roles and benefits need to be clearly defined and compensation structures considered.

The transition from pilot to permanent policy instrument, avoiding the 'project activity' trap, is Gdańsk's core implementation challenge and must be addressed in the Transfer Plan.

Quadruple helix activation

Helix	Key actors	Role in HPH transfer	Primary module link
Public	Department of Social Development, Dept Cooperation with	Policy anchor, youth hub network development, funding governance	M1 - Governance; M5 - Hub infrastructure

	District Councils, Dept Economic Development		
Private	LPP Foundation, youth employers, social businesses	Impact investment in hub renovation, employment pathways for youth	M2 - Incubation
Academia	University of Gdańsk, Gdańsk University of Technology	Youth research, HCD methodology, impact measurement	M3 - Impact measurement; M4 - Co-creation
Civil society	Gdańsk Youth City Council, Blue Sneakers, FOSA	Youth co-ownership, mental health services, peer-to-peer outreach	M4 - Civic Engagement; M5 - Hub Design

Key ULG stakeholders: Dept for Cooperation with District Councils; Dept of Social Development; Dept of Economic Development. **Civil Society:** Gdańsk Youth City Council (co-design lead), Foundation FOSA (mental health), ZHP Polish Scouts, Ada Judo Fun, Gdańsk Centre for Equal Treatment, Psychological Help Center for Children and Youth, Mrowisko Community Support Association. **Academia:** University of Gdańsk, Gdańsk University of Technology, Fahrenheit Union, Metropolitan Institute, RC Foundation. **Cultural:** Gdańsk Palace of Culture, Regional Library. **'Unusual suspects':** young people recruited through co-design workshops who will serve as youth leaders and co-owners of the process.

Transfer readiness rating

Dimension	Rating	Notes
Political support	High	Strategic priority; Gdańsk 2030+ alignment; Youth Fund and Green Civic Budget committed
Ecosystem maturity	High	Established - decades of structured civic participation infrastructure
Physical infrastructure	Medium	Building identified near Gdańsk Politechnika, full refurbishment required
HCD & Impact skills	Medium	Partial/Developing within administration; strong in civil society partners
Financial sustainability	Medium	Project-based funding needs transition to institutionalised model
Overall transfer potential	High	Level B: MiHPH Youth Impact Hub; Conditions are strong despite infrastructure gap

2.1.3 Transfer Partner - Leipzig

Transfer Partner 3

Leipzig, Germany 

Pop. ~633,000 (Leipzig Kreisfreie Stadt) · Transfer level: Level B - **MiHPH Place-based & Governance Hub**

Population	633,592 (Amt für Statistik und Wahlen, Leipzig)
Unemployment rate	8.4%
Active enterprises	~42,800
EU Fund Context	More developed region
Key policy frameworks	INSEK Leipzig 2030 (Integrated Urban Development Concept); 'Leipzig weiter denken' participatory governance department; city twinning with Kyiv and Bologna

Policy challenge

Leipzig's main challenge is a governance paradox: the city has track-record experience in cooperative, bottom-up urban development (Superblocks, Parkbogen Ost, Smart City Challenge, INTIGRA+ neighbourhood management in Mockau) but no systematic framework for evaluating, learning from and institutionalising these experiences. The result is a rich but fragmented innovation landscape where different ecosystems coexist without collaborating.

Core challenges include: generational isolation and sustainable youth participation; integration of migrants in 'arrival neighbourhoods'; building neighbourhood cohesion; and addressing the collision between a shrinking municipal budget and growing social demands.

The municipality currently acts primarily as funder rather than operator, creating a structural distance from civil society actors.

The Mockau district is since 2022 a social cohesion priority area with dedicated funding (2022–2032). The creation of a community/social innovation hub is planned but the question remains of what governance infrastructure will help connect it and strengthen what already exists across all four helices in Mockau and beyond.

The Place-based & Governance HPH Mockau will therefore address the challenge of connecting the quadruple helix at neighbourhood level and testing this in a territorial-specific context before scaling to other areas.

Social innovation ecosystem

Leipzig's ecosystem is rich but fragmented across distinct, parallel sub-ecosystems that do not consistently collaborate. Hybrid/entrepreneurial actors include: Impact Hub Leipzig, Public Value Hub/DemocracyTech Accelerator. Civic and regional networks include SINN platform, Social Impact Lab. Academic/research structures include Global Hub at Leipzig University (Smile initiative, transfer labs). Civic non-profits include Irrsinnig Menschlich, Poliklinik Solidarity Health Centre, neighbourhood management teams (Schönefeld, Mockau, Leipziger Osten). The Helmholtz Centre for Environmental Research provides research capacity.

The ecosystem assessment is **Developing** whereby Leipzig's ecosystem's actors actively exist but do not collaborate necessarily among one another. This is precisely the gap the MiHPH Place-based and Governance Hub will aim to address at Leipzig-Mockau level, focusing on a Neighbourhood Level to establish a community centre and test a connective governance approach with different stakeholder groups rather than only adding another hub to an already-crowded landscape.

Transfer assets

The city's strongest asset is the deeply embedded Trialogue governance between Politics, Administration and Citizens) whereby the city council approves both top-down and bottom-up projects, providing a formal pathway for civic co-production. The dedicated 'Leipzig weiter denken' department provides institutional capacity specifically for civic engagement. INSEK Leipzig 2030 provides strong strategic alignment.

Leipzig's experience with INTIGRA+ neighbourhood management in Mockau provides a proven model for locally embedded social innovation. The presence of Superblocks and Parkbogen Ost provides tested civic co-production models that the HPH Governance can evaluate and use as a direct benchmark.

Leipzig's contribution to the network is a governance and co-productive project experience, an inspirational and adaptable experience for any city wanting to evaluate and strengthen its civic co-production capacity.

Transfer barriers

Whilst a physical anchor in Mockau district is explored, no physical hub space has been identified yet and Leipzig's MiHPH begins as a methodology-first deployment (M1 + M4) rather than a physical hub.

The risk of perceived redundancy is also important in a dense ecosystem. The MiHPH must define a precise unique value proposition ('the connective interface between public administration and social innovation ecosystems').

HCD and Impact Measurement skills are limited within the municipal administration - capacity-building must be an important element of the transfer, and shrinking municipal budget constrains new investments. The administration acts as an enabler and to a degree a facilitator, supporting local initiatives to open up external funding sources, and providing new insights for co-produced and bottom-up initiated projects without public funding.

Quadruple helix activation

Helix	Key actors	Role in HPH transfer	Primary module link
Public	'Leipzig weiter denken', Office for Housing & Urban Renewal, Dept for Democracy & Integration	Governance framework, Trialogue model, Mockau neighbourhood management	M1 - Governance architecture
Private	Business sector (currently limited), philanthropy TBC	Local economy activation in Mockau; to be developed in Build Sprint	M2 - Incubation (emerging)
Academia	Leipzig University (smile initiative), Helmholtz Centre, Leipzig Univ. of Applied Sciences	Governance audit research, impact evaluation, knowledge transfer	M3 - Impact measurement

Civil society	Superblocks, Parkbogen Ost, Poliklinik, neighbourhood mgmt teams, Leipzig Lebt e.V.	Bottom-up civic co-production, community health, neighbourhood associations	M1 - Governance; M4 - Co-creation
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Key ULG stakeholders: 'Leipzig weiter denken' (civic engagement dept, lead); Office for Housing and Urban Renewal; Depts for International Affairs, Migration and Integration, Democracy. Civil Society: Superblocks Leipzig, Parkbogen Ost, Leipzig Lebt e.V., Bürgerverein Sellerhausen, OFT Mockau, Familienzentrum, Schloss Schönefeld, Oseredok e.V., Internationale Frauen Leipzig e.V., Plauze e.V., Solidarisches Gesundheitszentrum Leipzig e.V. (Poliklinik), Psychosoziales Gemeindezentrum SEB Leipzig. Research: Helmholtz Centre for Environmental Research. Innovation: Social Impact Lab, Impact Hub Leipzig. Academia: Leipzig University. 'Unusual suspects': Poliklinik solidarity health centre; neighbourhood management teams as 'civic-administrative bridges'.

Transfer readiness rating

Dimension	Rating	Notes
Political support	Medium	Dialogue model strong but city council funding approval for new hub is not guaranteed
Ecosystem maturity	High	Developing - rich but fragmented; cross-ecosystem collaboration limited but good basis
Physical infrastructure	Low	No space identified yet. Methodology-first deployment; physical anchor to be explored in Adapt phase
HCD & impact skills	Low	No/Low within administration; strong in ecosystem actors; capacity building essential
Financial sustainability	Medium	Existing municipal budget for Mockau; Shrinking municipal budget; private/philanthropic diversification needed
Overall transfer potential	Medium	Level B: Place-based and Governance Hub; Unique systemic contribution despite infrastructure gap

2.1.4 Transfer Partner - Málaga

Transfer Partner 4

Málaga, Spain 

Pop. ~591,000 (Málaga NUTS 3, Andalucía) · Transfer Level: Level B - **MiHPH Impact Measurement Hub**

Population	591,000 (2024, INE Padrón Municipal); +7,400 residents in one year, sustained demographic growth
Unemployment rate	~11.7% (end 2025, Spanish Labour Force Survey EPA; one of the lowest in Andalusia)
Youth unemployment	~14.9% (under 29s as share of all unemployed, Málaga province, 2025)
Active enterprises	~61,000 active enterprises in Málaga municipality (INE DIRCE)
Social enterprises	No data available
EU fund context	Less Developed Region - ERDF / ESF+
Key policy frameworks	Plan Estratégico de Málaga; Agenda Urbana; Plan de Innovación Social; VII Plan de Inclusión Social; Open Government Plan; InnoSocial Awards

Policy challenge

Málaga presents a structural tension between its tourism-driven economic success and deep-rooted social inequality, very visible in the Palma-Palmilla district. Rapid demographic growth and tourism pressure are driving a housing affordability crisis (only 335 of 9,475 newly approved homes in 2025 were affordable housing units), while youth unemployment at 14.9% remains persistently high despite overall low city unemployment.

The city's social innovation support ecosystem is fragmented: existing assets (Innosocial, La Noria, Rayo Verde, Málaga Tech Park) operate without a coherent unifying model or shared impact measurement framework.

The city identifies four priority challenges for HPH: housing and economic diversification; job creation (especially for youth); social inclusion; and improved impact measurement for public innovation.

The city is finalising a new Social Innovation Plan, and the learning from the HPH network will directly feed into its KPIs. The Mayor's commitment is strong ('innovate everything and everywhere, especially in education') and impact measurement is explicitly framed as both a key contribution to the network and the city's most significant skills gap.

Social innovation ecosystem

Three anchor institutions form the core of Málaga's rich social innovation ecosystem:

- Centro Innosocial, directly operated by the City of Málaga - the primary MiHPH base, through a public-private partnership with Arrabal, a social and community development organisation.
- La Noria, managed by Diputación de Málaga, a complementary provincial social innovation facility, and
- Rayo Verde, an academic innovation hub. The Málaga Tech Park and Polo de Contenidos Digitales provide digital and technology-sector connections.

ProMálaga (100% city-funded economic development agency running 14 incubators across the city) provides an additional deployment network.

The ecosystem is assessed as **Developing** with key assets existing but in a fragmented way. The key opportunity lies in using the HPH transfer to connect these existing assets under a coherent quadruple helix governance model, not building new infrastructure, but systematising and strengthening what already exists.

The city acts as direct operator, facilitator/enabler, funder, and strategic coordinator. Cross-departmental collaboration occurs through meetings, projects and plans, though integration could be deepened.

Málaga is also developing an 'Observatory' on isolation and loneliness as an early example of the systematic impact measurement approach that will be central to the MiHPH's M4 contribution.

Transfer assets

Innosocial Centre is already fully operational as the immediate MiHPH base for transfer. La Noria provides important complementary provincial infrastructure.

Agenda Urbana, VII Plan de Inclusión Social, and the Open Government Plan provide strong multi-level policy alignment. Full municipal political commitment is secured both formally and informally at Mayor and Deputy Mayor level.

InnoSocial Awards - a yearly social innovation awards initiative, generates great ecosystem visibility and a recognisable brand for social innovation in the city.

The Social impact investment event (held in March 2026 and annually) also provides a key engagement platform for the private sector helix.

Málaga's distinctive and most important contribution to the network is its commitment to developing the shared Social Impact Measurement Framework (upgrading HPH Module M3), a public good that will benefit all partners. Previous collaboration with Braga through La Noria during HPH v0.5 development (2019–2021) provides a relational foundation.

Transfer barriers

Funding constraints and the complexity of Spanish public procurement processes represent the primary operational barriers, particularly for refurbishment of a second identified venue. The risk of the Hub becoming yet another fragmented project rather than a systemic model is real in an ecosystem that already struggles with coordination.

Impact measurement capacity is currently limited within the administration, developing this capacity is simultaneously the city's main contribution and its most significant skills gap. The adaptation challenge is real: a larger and more complex administrative structure (Málaga operates across 4 governance levels: city, provincial, regional and national) than Braga's means governance model design requires careful calibration across different levels of administration.

Quadruple helix activation

Helix	Key actors	Role in HPH transfer	Primary module link
Public	Dept for Citizen Engagement & Good Governance, Diputación/La Noria, ProMálaga, Junta de Andalucía	Direct operator (Innosocial), procurement, impact measurement, governance coordination	M1 - Governance; M3 - Impact
Private	Chamber of Commerce, Young Entrepreneurs Assoc., Málaga Tech Park, Coca Cola Foundation	Impact investment, social procurement (La Noria), digital tools	M2 - Incubation; M3 - Impact measurement/SROI
Academia	University of Málaga, Rayo Verde, CIFAL (UN Centre)	Research partnerships, SDG indicators, measurement methodology	M3 - Impact measurement
Civil society	Arrabal-AID (PPP partner), CIFAL, social entrepreneurs	Ecosystem activation, community engagement, co-creation, service delivery	M2 - Incubation; M4 - Civic engagement

Key ULG stakeholders: Dept of Citizen Engagement, Development Cooperation and Good Governance (lead); Diputación de Málaga / La Noria. Academia: University of Málaga. NGOs: Asociación Arrabal-AID, CIFAL. Business: Chamber of Commerce (Confederación de Empresarios de Málaga), Young Entrepreneurs Association, La Caixa Foundation. Digital: Málaga Tech Park, Polo de Contenidos Digitales. Strategic: Fundación CIEDES, Junta de Andalucía. 'Unusual suspects': journalists, banks, Digital Campus, bringing private sector perspectives to social impact.

Transfer readiness rating

Dimension	Rating	Notes
Political support	High	Full municipal commitment confirmed; multi-level policy alignment (Agenda Urbana, Plan de Innovación Social)
Ecosystem maturity	High	Developing, robust key assets exist but fragmented; HPH provides unifying model
Physical infrastructure	High	Innosocial Centre fully operational as immediate base; second venue in progress
HCD & Impact skills	Medium	Limited within administration, developing capacity is both the need and the contribution
Financial sustainability	Medium	EU funding and municipal budget available; procurement complexity is a constraint
Overall transfer potential	High	Level B: Impact Measurement Hub; Strong base conditions with clear systemic ambition

2.1.5 Transfer Partner - Espoo

Transfer Partner 5

Espoo, Finland 

Pop. ~326,000 (Helsinki-Uusimaa) · Transfer Level: Level B - **MiHPH Policy Integration Hub**

Population	~326,000 (Helsinki-Uusimaa region - est. 2025)
EU Fund Context	More Developed Region
Innovation anchor	Aalto University and VTT (Technical Research Centre of Finland) - internationally recognised research institutions
Strategic frameworks	'Espoo Story' city strategy; City Factory concept (cross-sector co-creation model); Mayor's Innovation Competition

Policy challenge

Espoo presents a structural paradox: it has a world-class innovation ecosystem anchored by Aalto University and VTT, with a city administration that has 10+ years of cross-sector innovation programmes, yet it is still lacking a dedicated physical space where this public social innovation capacity can be enacted in a human, community-facing way.

The City Factory concept is the key reference: a dedicated cross-sector co-creation model that Espoo wants to develop as a systematic approach to urban governance.

The four strategic pillars of the Espoo Story (Espoo strategy) are climate neutrality, children's reading skills, built environment sustainability, and youth employment (12–21 year olds). The HPH Espoo will connect most directly to the fourth.

Espoo's eSports planning office (a European first) provides a strong signal of the city's willingness to embrace unconventional innovation. The HPH aligns with this spirit of institutional experimentation. The Design Factory and Startup Sauna at Aalto University provide a student entrepreneurship ecosystem that feeds directly into a City Factory model. For Espoo, the challenge is less innovation capacity - it has a lot of it, but it is rather its institutionalisation. Espoo needs to create a permanent, place-based, human-centric infrastructure that bridges top-down municipal innovation and bottom-up civic energy.

Social innovation ecosystem

Espoo's ecosystem is distinctive within the network for its combination of top-tier academic and research capacity with a highly digitally mature public administration. The Ohjaamotalo (Youth employment and guidance one-stop centre) provides a proven model for integrated youth services that Espoo will leverage as part of HPH.

Cross-administrative innovation programmes have been running for over a decade across elected officials and civil servants. The Mayor's Innovation Competition demonstrates sustained high-level political commitment.

However, the ecosystem is assessed as **Developing**, recognising that it 'could be better' and that a key missing element is the connective tissue: a neutral space and methodology linking university knowledge, municipal innovation programmes, private sector actors and civic initiatives: the City Factory or what will be the 'HPH Espoo'.

Transfer assets

Espoo has exceptional research and innovation capacity: Aalto University and VTT are internationally recognised partners making Espoo's the network's most research-intensive partner.

The Mayor's Innovation Competition demonstrates sustained political buy-in, evidenced also by over 10 years of cross-administrative innovation programmes.

High digital maturity enables strong digital co-creation components (upgrading HPH M5). Espoo Story strategy provides a shared city vision and the culture of experimentation is deeply embedded in its approach.

The Design Factory model (challenge-based learning, 9-month company product-development sponsor model with 350+ projects completed) provides a proven prototype for the City Factory concept. Espoo's primary contribution to the network will be an inspirational model for cities with mature innovation ecosystems using a hub as a policy development laboratory.

Transfer barriers

The physical building for HPH Espoo has been identified but still needs to be secured. This could be the critical blocker as without a physical anchor, the MiHPH risks remaining conceptual.

The governance model is complex and there is a need to bridge the hierarchical structures of a major public administration, Aalto University, and VTT with grassroots civic dynamics that requires careful facilitation and explicit co-design of the governance architecture.

There is also a tension between empowerment versus co-decision: Espoo's innovation programmes are strong on consultation but the challenge is moving from consultative to genuine co-management, a shift that requires both cultural and structural change.

Quadruple helix activation

Helix	Key actors	Role in HPH transfer	Primary module link
Public	City Economic Development Unit, Sustainable Development Unit ESport Unit	City Factory concept, policy integration, cross-administrative programme	M1 - Governance; M5 - Hub design
Private	Tech companies, Startup Sauna, social businesses, eSports sector	Corporate sponsorship (Design Factory model), social entrepreneurship, CSR	M2 - Incubation
Academia	Aalto University (Design Factory), VTT, Omnia vocational college	Research co-design, HCD methodology, impact evaluation, City Factory co-design	M3 - Impact; M4 - Co-creation
Civil society	Youth organisations, Ohjaamotalo users, NGO service providers (Vamos Espoo)	Youth engagement, one-stop service delivery, civic participation	M4 - Civic engagement; M5 - Hub use

Key ULG stakeholders: City of Espoo Economic Development Unit (lead); Sustainable Development Unit. Academia: Aalto University; VTT (national research agency). Cross-administrative innovation programme participants (elected officials and civil servants). Private sector and NGO partners to be confirmed through Discovery Sprint stakeholder mapping. Governance model co-design will be research-intensive, with Aalto and VTT as primary academic partners.

Transfer readiness rating

Dimension	Rating	Notes
Political support	High	Mayor's Innovation Competition; 10+ years of cross-administrative innovation programmes
Ecosystem maturity	Medium	Developing - excellent capacity, missing some connective infrastructure
Physical infrastructure	Low	Space identified but needs to be secured, critical blocker requiring urgent resolution in 'Discovery sprint/Adapt phase'
HCD & Impact skills	High	Aalto and VTT provide world-class research and design methodology capacity
Financial sustainability	High	Municipal budget, national R&D funding and private sector engagement available
Overall transfer potential	High	Level B: Policy Integration Hub; great capacity once physical anchor is resolved

2.1.6 Transfer Partner - Kyiv

Kyiv, Ukraine

Pop. ~3,700,000 (incl. IDPs; pre-war: ~2,952,000) · Transfer Partner (NDICI) · Transfer Level: Level B
- MiHPH Resilience Hub

Population	~3,700,000 including IDPs (unofficial estimate 2025/26); pre-war: 2,952,301 (2022 Minfin.com.ua)
Legal entities	~373,121 registered (State Register, October 2023)
Social enterprises	50+ socially-oriented businesses with clear social mission (disability integration, veterans, youth, environment, education)
Unemployment	Exact figures unavailable - State Statistics Service does not publish detailed samples during wartime; unemployment is identified as a significant city challenge
Vcentri Hub network	5 hubs currently operational; 3 additional hubs opening in 2026
Status	Operating under martial law; remote-only transnational participation
Key policy frameworks	Kyiv City Development Strategy until 2027; City Target Programme 'Promoting Civil Society in Kyiv 2025–2027'; Support programmes for IDPs and veterans; Strategic plan for the Vcentri Hub network (Centre of Communication) until 2027
EU fund context	NDICI - Global Europe (not an EU Member State)

Policy challenge

Kyiv operates under martial law. The city faces the most acute social innovation challenges of any partner: the integration of hundreds of thousands of IDPs; the rehabilitation of war veterans requiring psychological support, and retraining and economic opportunities; the need to upgrade the Vcentri HUB network from community centres to social innovation ecosystems; and development of a social entrepreneurship sector capable of contributing to post-war recovery and reconstruction.

The transfer challenge is not building infrastructure - 5 Vcentri HUBs are already operational with 3 more opening in 2026. The challenge is transformation: activating the quadruple helix governance within existing facilities and developing social entrepreneurship capacity for wartime and post-war contexts.

Social innovation ecosystem

Kyiv has developed a good ecosystem of interaction between the city and public organisations through the Vcentri Hub network, though interaction with local businesses remains limited. This is a gap the MiHPH should specifically address by activating the private helix.

Social innovations tend to be fragmented and point-based. The city's highly mobilised volunteer movement and active civil society organisations represent a strong asset despite wartime constraints. Participatory tools include e-petitions, public consultations, project competitions, and an innovative quarter management pilot. City twinning partnerships with Leipzig and Bologna provide additional bilateral learning channels that can be leveraged by and within HPH Europe.

Transfer assets

5 Vcentri HUBs are already fully operational, with 3 more due to open in 2026. This is unique in the HPH Europe network: Kyiv does not need to build a physical hub space.

It has a highly mobilised volunteer movement and active civil society despite wartime adversity and can build upon well-established participatory tools.

It has strong political support from city leadership (Mayor and relevant deputies) and the Borys Grinchenko Kyiv Metropolitan University and Kyiv School of Economics provide important supporting academic capacity. The city also has long-term existing joint project experience with NGO partners.

Kyiv's unique contribution to the network: pioneering the first HPH methodology for post-conflict urban resilience and recovery, with potential global significance far beyond this project.

Transfer barriers

Martial law imposes fundamental operational constraints including security restrictions, uncertainty around elections risk, staff availability fluctuations, and the impossibility of in-person transnational participation. Kyiv will participate remotely throughout, requiring deliberate facilitation design to ensure genuine learning exchange.

The city has limited experienced human resources in social entrepreneurship methodology and impact measurement, and capacity-building will be a strong element of the success of the transfer.

Long-term funding sustainability is uncertain in a wartime and post-war reconstruction context. The scale of the challenge (3.7M inhabitants) requires extremely lean and realistic MiHPH scoping.

Quadruple helix activation

Helix	Key actors	Role in HPH transfer	Primary module link
Public	KCSA Dept Public Communications, Dept Social Policy (IDPs/veterans), Youth & Sports, District Administrations	Hub network governance, IDP/veteran programmes, coordination	M1 - Governance upgrade
Private	Association of Businesses & Entrepreneurs of Kyiv and Kyiv Region	Corporate social responsibility, social entrepreneurship ecosystem development	M2 - Incubation (developing)
Academia	Borys Grinchenko Kyiv Metropolitan Univ., Kyiv School of Economics	Research, social enterprise methodology, impact evaluation	M3 - Impact measurement
Civil society	NGO 'Innovative University', IDCEI, Public Council at KCSA, volunteer networks	Service delivery, co-creation, IDP integration, veteran support	M2 - Incubation; M4 - Civic engagement

Key ULG stakeholders: KCSA Dept of Public Communications (lead); Dept of Social Policy (IDPs/veterans); Dept of Youth and Sports; District State Administrations. Civil Society: Public Council at KCSA, NGO

'Innovative University', CSO 'Institute for Development, Cooperation and European Integration (IDCEI)'. Academia: Borys Grinchenko Kyiv Metropolitan University, Kyiv School of Economics. Business: Association of Businesses and Entrepreneurs of Kyiv and Kyiv Region.

'Unusual suspects': Kyiv Youth Council, Kyiv School of Economics (bringing economic analysis to social policy).

Transfer readiness rating

Dimension	Rating	Notes
Political support	Medium	Mayor and deputies actively engaged; Vcentri Hub network is a municipal strategic investment
Ecosystem maturity	Medium	Developing - strong city-civil society axis; business engagement limited; wartime fragmentation
Physical infrastructure	High	5 Vcentri HUBs operational (+3 opening 2026) - immediate deployment base available
HCD & Impact skills	Low	Limited - developing capacity is core to the MiHPH Resilience programme
Financial sustainability	Low	Wartime funding uncertainty; municipal budget under extreme pressure; international support needed
Overall transfer potential	Medium	Level B: Resilience HPH; exceptional infrastructure and motivation; extreme operating conditions

2.2 Transfer potential assessment

2.2.1 Summary table

City	Population	Role	Level	Transfer Assets	Transfer Barriers	HPH Product Track
Bologna (IT)	~1,000,000	Transfer	A	Mature ecosystem, space identified, cooperative tradition	Differentiation narrative needed; physical refurbishment investment required	Full HPH v1.0 - Youth Impact & Intelligence Hub
Gdańsk (PL)	~486,000	Transfer	B	Youth pilots (Blue Sneakers, Arbuz), Green Civic Budget	Building requires full renovation; Long-term funding sustainability	MiHPH - Youth Impact Hub
Leipzig (DE)	~633,000	Transfer	B	Bottom-up tradition, Trialogue governance	Admin-innovation misalignment & shrinking budget; redundancy risk	MiHPH - Place-based & Governance Hub
Málaga (ES)	~591,000	Transfer	B+	Innosocial Centre, La Noria ready	Funding complexity, procurement	MiHPH - Youth Impact & Impact Measurement Hub
Espoo (FI)	~330,000	Transfer	B	Aalto/VTT excellence, digital and experimentation culture	No physical space yet: critical blocker; governance bridging complexity	MiHPH - Policy Integration Hub
Kyiv (UA)	~3,700,000	Transfer	B	5 Vcentri HUBs, mobilised civil society	Martial law, remote participation	MiHPH - Resilience Hub
Braga (PT)	~193,000	Lead Partner	v2.0	Full HPH operational, institutionalised	Impact measurement systematisation	HPH v2.0 - Full Impact HPH upgrade

Note: Transfer levels follow the URBACT scale - Level A: full-scale implementation within the project timeframe; Level B: adaptation and partial re-use; v2.0: continuous improvement of the originating Good Practice. MiHPH = Minimum Impact Human Power Hub.

2.3 Network-level readiness analysis

2.3.1 HPH readiness spectrum

The six transfer cities occupy distinct positions on the HPH readiness spectrum. Bologna has the highest baseline readiness: an established ecosystem, sophisticated stakeholder coalition, philanthropic infrastructure, and a physical space (pending refurbishment) already committed. It is ready to build.

Gdańsk and Málaga have strong directional clarity. Both cities have precisely defined problems they are aiming to solve with the HPH. Gdańsk's existing youth co-design process demonstrates robust momentum in translating intent into action. Málaga's long-term experience and existing ecosystem in social innovation provides a strong basis for transfer.

Leipzig and Espoo have exceptional institutional and research capacity but lower immediate operational momentum: they need to translate strong conceptual alignment into concrete physical and governance choices during the Adapt phase. The physical space question is the key unlock for both.

Kyiv has unique assets with its existing hub infrastructure, a mobilised civil society, and city twinnings with Leipzig and Bologna, but it operates within the most challenging environment of any partner. Its implementation requires the most conservative MiHPH scoping and the most deliberate facilitation design for remote participation.

2.3.2 Ecosystem typology diversity

The six hub typologies that have crystallised during the Understand phase - Youth Impact & Intelligence Hub (Bologna), Youth Impact Hub (Gdańsk), Youth Impact & Impact Measurement Hub (Málaga), Policy Integration Hub (Espoo), Place-based and Governance Hub (Leipzig), and Resilience Hub (Kyiv) - are not merely descriptive labels. They represent distinct but complementary nodes in a wider European social innovation landscape.

Youth (mental health, employment, impact work) has emerged as a common target group for the HPH for half of the partners. Territorial (place-based) focus is also a new approach to be explored for HPH adaptation and tested through the quadruple helix activation in all cities.

Each city's MiHPH has the potential to be a specialised feature branch of the overall HPH Europe network. Together, they constitute a living research-and-development network that addresses a cross-section of the most pressing social innovation challenges in European cities: youth wellbeing and civic participation (Gdańsk), skills and talent for the social economy (Bologna), governance innovation and administrative modernisation (Leipzig), public-sector impact measurement (Málaga), and research-driven urban co-creation (Espoo), and social recovery in a wartime context (Kyiv). This breadth is an extremely valuable design feature and opportunity to develop a holistic quadruple-helix grounded HPH Europe.

2.3.3 Cross-cutting enablers

Three factors appear as key enablers of the transfer readiness across the network:

- First, a strong existing political will: all seven cities have secured high-level political endorsement, ranging from city council commitments (Gdańsk, Málaga, Bologna) to mayoral programmes (Espoo, Kyiv) and national recognition (Braga).
- Second, strategic alignment: all partners can demonstrate clear links between the HPH model and their existing local strategic frameworks. The HPH does not require any partner to create a new strategic direction, but rather focus on operationalising one that already exists.
- Third, pre-existing social innovation ecosystem assets: none of the cities is starting from scratch. All partners have relevant pilot initiatives, hubs, or civic infrastructure that the HPH transfer can build upon, systematise and strengthen.

2.3.4 Cross-cutting barriers

Three barriers appear across the network and will need to be addressed at the network level, not only city by city.

- Physical infrastructure uncertainty: three cities (Espoo, Leipzig, Gdańsk) face significant physical space challenges, ranging from the urgent (Espoo: space identified but not secured and no replacement yet) to the complex (Gdańsk: full building renovation required; Leipzig: methodology-first without physical commitment). Resolving these would be instrumental for any Build Sprint (Re-Use) progress beyond the methodological MiHPH.
- Capacity gaps in Human-Centred Design and Social Impact Measurement: most partners rate these as 'Partial/Developing' or 'No/Low' within municipal administrations, while the capacity exists in their broader civil society and academic ecosystems. The four online thematic workshops will contribute to the skills uplift through practical toolkits, peer practice sessions, and bilateral exchange / mentoring between partners.
- Long-term financial sustainability: the challenge of moving from project-based to institutionalised funding affects every partner and will need to be built into each city's Transfer Plan from the outset. The network will explore developing a shared sustainability playbook as a network-level deliverable, drawing on Bologna's blended finance experience and Braga's v1.0 institutionalisation journey.

Section 3 — Transfer methodology and network roadmap

3.1 Framing the transfer - the core concept and the transfer puzzle

The HPH Transfer Network adopts a model, drawn from product development: **iterative, user-centred, 'sprint-based co-development'**, aligned with the URBACT transfer journey of three progressive phases: Understand - Adapt - Reuse, and thus consolidating the learning into Transfer and Improvement Plans that commit each city to implementation beyond the URBACT project.

For the HPH Europe network, the method is applied through the five interconnected modules - governance, physical infrastructure, incubation, impact measurement, and civic co-creation - that can be deployed in different combinations depending on local conditions. Understanding what each module does - and how it connects to the quadruple helix governance model - is the starting point for every city's adaptation work and transfer plan.

Across all modules and phases, gender equality, green transition and digital transformation, the cross cutting themes for URBACT Transfer Networks, are taken into consideration and will be standing features of the transnational and local level activities and outputs.

3.1.1 The core concept: the Minimum Impact Human Power Hub (MiHPH)

MiHPH

Minimum
Impact Human
Power Hub

The smallest version of the Human Power Hub that generates measurable social impact.

Drawn from the Minimum Viable Product (MVP) concept in product development, the MiHPH is a strategically right-sized version: lean enough to launch within the project timeframe, robust enough to generate genuine impact, and designed from the outset to be iterable.

'Launch small, learn fast, scale what works'

Every MiHPH will include at minimum 'M1: the quadruple helix governance model' and at least one additional module selected based on local need. It will be the most locally appropriate version of the HPH that can generate measurable social impact within the project timeframe and create a credible pathway to fuller implementation beyond it.

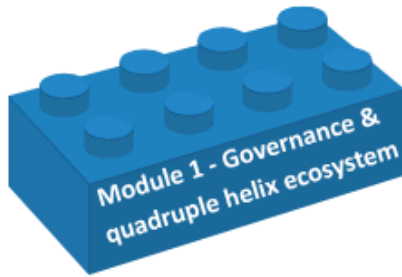
3.1.2 The transfer puzzle - the five HPH modules

The **transfer puzzle** is the HPH Europe network's core methodological approach for structuring each city's local adaptation. It is the process by which each partner city selects and combines the HPH modules to design a locally appropriate adaptation. Like pieces of a puzzle, the modules can be assembled in different configurations to produce a coherent whole, one that fits the shape of each city's context.

Whilst the approach is flexible, all cities will need to start with the same foundational piece: Module 1, which sets up the **quadruple governance approach** of HPH. It is the core mechanism through which the

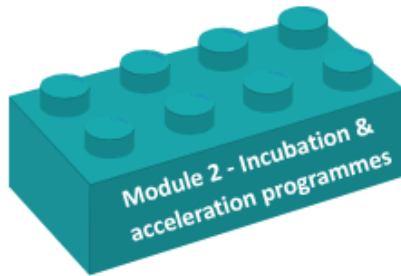
HPH generates social innovation and it is the **essential foundation** for all the other modules. Indeed the latter cannot function sustainably without a functioning governance architecture that actively engages actors from all four helix strands. This is why every partner city's local adaptation begins with M1. From there, each city will add the module combinations that best

- **Address its local policy challenge:** the particular social innovation gap or opportunity the city is trying to address;
- **Builds on its existing ecosystem assets:** the stakeholders, infrastructure, programmes and governance relationships already in place;
- **Is realistic within its available capacity and resources:** the staffing, budget and institutional bandwidth the city can commit to during the URBACT project; and
- **Creates the conditions for broader implementation beyond URBACT:** generating the evidence, relationships and institutional ownership needed to sustain and scale the hub after the project ends.



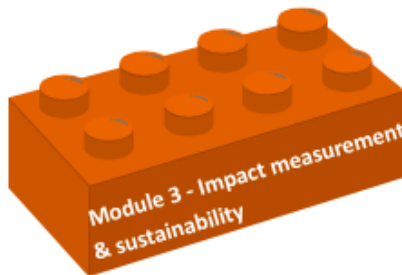
It is the hub's foundational architecture: the governance model that activates and coordinates public, private, academic and civil society actors around a shared social innovation mission. M1 is the non-negotiable minimum: without a functioning governance layer, the other modules cannot operate sustainably. It includes the legal and institutional vehicle for the hub, the stakeholder activation strategy, and the operating protocols for cross-sector collaboration.

Key words: Cross-sector partnerships; Hybrid governance arrangements; Public-civic collaboration models.



These are the structured pathways for social entrepreneurs, civic innovators and youth change-makers to develop, test and scale their ideas. In Braga, this includes Boostcamp (social enterprise incubation), Tech4Good (digital social innovation) and the Scaling programme (growth support for established social ventures). M3 is the hub's primary vehicle for generating directly measurable social impact.

Key words: Social entrepreneurship; Civic innovation labs; Youth and skills development pathways.



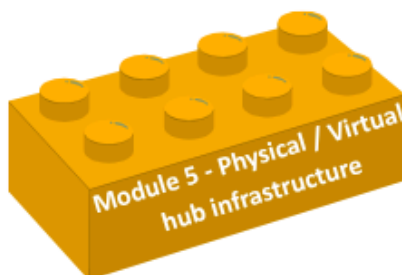
This is the hub's evidence infrastructure: its Theory of Change framework, SROI methodologies, outcome monitoring, and financial sustainability planning. M4 enables the hub to demonstrate impact and social value, attract (continued) investment, and learn systematically from its own activity. It is central to embedding the HPH within public policy.

Key words: Social Return on Investment (SROI) vs. Theory of Change impact measurement (Braga's choice based the ambition to give back and change behaviour); Outcome monitoring systems; Financial sustainability and blended finance.



This is the community dimension: Human-Centric Design methodologies, participatory prototyping, user-centred service design, and co-creation processes that ensure the hub serves real community needs rather than institutional assumptions. M5 is the mechanism through which citizens become active co-developers of social innovation rather than passive beneficiaries.

Key words: Design thinking; Participatory prototyping; User-centred service design.



This is the dedicated space, whether physical, virtual or hybrid, where social innovation is enacted. The hub's physical presence communicates its values: accessibility, openness, creativity and impact innovation. M2 includes the spatial design, the programming of the space, and the management model for the facility.

Key words: Co-working spaces; Community venues; Urban innovation lab; Hybrid physical-digital environments

The table below presents a map of each partner city's Transfer Puzzle, identifying the modules they will prioritise (✓ ✓ ✓), the modules playing a supporting role (✓ ✓), and those that will be followed towards the implementation phase (✓). The table also shows which quadruple helix strand is primarily activated by each module, reflecting the TNM thematic sequence of the Adapt phase.

Module	Primary helix strands	Bologna	Gdańsk	Leipzig	Málaga	Espoo	Kyiv
M1	All four helices	✓ ✓ ✓	✓ ✓ ✓	✓ ✓ ✓	✓ ✓ ✓	✓ ✓ ✓	✓ ✓ ✓
M2	Civil society + Academic	✓ ✓ ✓	✓ ✓ ✓	✓ ✓	✓ ✓	✓ ✓ ✓	✓ ✓
M3	Private + Civil society	✓ ✓ ✓	✓ ✓	✓	✓ ✓	✓	✓ ✓ ✓
M4	Academic + Public	✓ ✓ ✓	✓ ✓	✓ ✓ ✓	✓ ✓ ✓	✓ ✓	✓ ✓
M5	Public + Civil society (+ Private)	✓ ✓ ✓	✓ ✓ ✓	✓ ✓	✓ ✓ ✓	✓ ✓	✓

The transfer puzzle gives each city a framework for its local adaptation.

For Braga, each module will also be an opportunity to benefit from **Reverse learning from the Partners**, whereby activities will include opportunities for transfer cities to report back on their adaptation findings, challenge assumptions about the HPH model, and propose improvements. This two-way learning is as important for Braga's Improvement Plan as it is for the Transfer Plans.

3.2 The Network roadmap: Three phases, three ambitions

The Transfer Puzzle gives each city its local adaptation frame. The URBACT transfer method gives the network its shared journey. The three phases - Understand, Adapt and Reuse - are designed to be cumulative, whereby each phase deepens and applies the learning of the previous one, moving from shared comprehension to local action to durable commitment.

Phase & timing	Focus & activities	Key outputs & milestones
Phase 1 Understand <i>Months 1-10</i>	DISCOVERY SPRINT Build the shared understanding of the HPH good practice; Experiential deep dive into the HPH good practice in Braga Transfer Puzzle to scope each city's MiHPH & validating the local adaptation framework URBACT Local Groups set up	Transferability Study Communications Plan 7 ULG Contact Lists
Phase 2 Adapt	BUILD SPRINT	MiHPH Testing Actions HPH Europe Network Toolbox

<i>Months 11-23</i>	Co-develop/co-build and test each city's MiHPH; thematic transnational exchange deepening understanding of each helix strand Iterate based on feedback; Develop the shared network 'toolbox'.	6× Draft Transfer Plans + 1× Improvement Plan
Phase 3 Re-use <i>Months 24-30</i>	SCALE SPRINT Consolidate the learnings; finalise Transfer & Improvement Plans; Prepare for sustainability and continued implementation beyond URBACT: HPH Europe launch	6 Transfer Plans 1 Braga v2.0 Improvement Plan Final Network Report

Exchange and learning activities will be organised on 3 levels:

- Transnational Network Meetings for all partners - in person - with capacity building activities, inspirational and hands-on sessions
- Specific activities: Online thematic workshops, Bi/Tri-lateral exchanges;
- Online ULG coordination and follow-ups to support partners in between the Transnational Network meetings

3.2.1 The Transnational Meetings: Learning through each other's cities

The core component of the network-level cooperation is the sequence of six Transnational Network Meetings (TNMs), each designed to support partner cities at every stage of developing their Transfer Plans.

Spanning two to three days and hosted by a different partner city, the TNMs serve simultaneously as learning events, peer-review sessions, and planning workshops. They will combine an operational and methodological component with a specific thematic focus, alongside field visits to key locations. Ad-hoc expertise will be brought on to contribute to the discussions, providing additional insights and guidance to strengthen local adaptation strategies.

The host city takes an active role in preparing the agenda in collaboration with the Lead Expert and the Lead Partner, ensuring that the meeting draws on local expertise and stakeholders, including members of the host city's ULG, whose involvement brings the local development process into direct dialogue with the transnational exchange.

Each TNM follows a consistent 'Sprint' format:

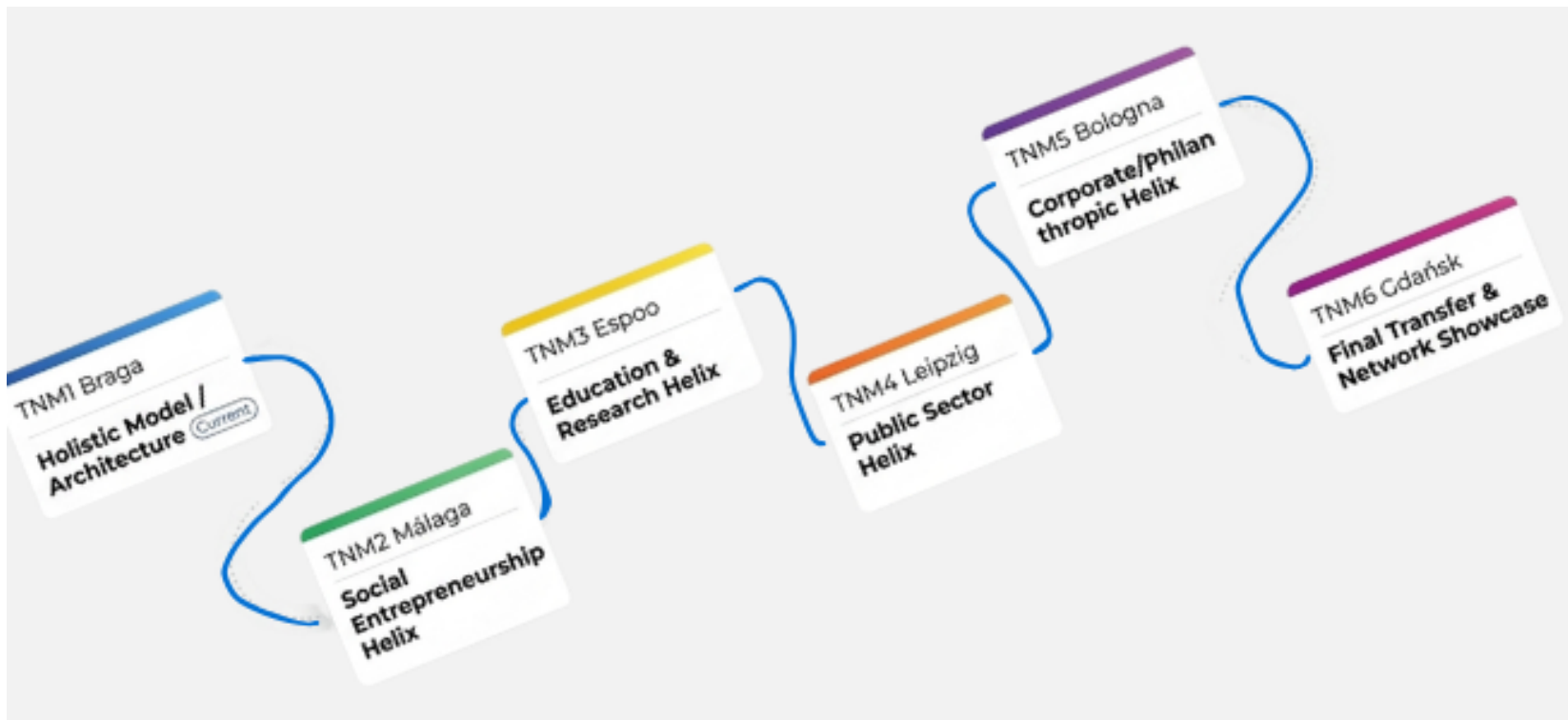
- Product demo: The host city showcases its current MiHPH build through site visits - showing working social innovation in practice. Local ULG members, community partners and beneficiaries are invited to participate, giving the full network direct exposure to the local context.
- Sprint retrospective: A structured peer review of the host city's progress using the Start-Stop-Continue matrix and an HPH-adapted SWOT review. Partners act as critical friends, bringing their own emerging local experience to help the host city with their challenges.
- Sprint planning: Each city plans their next 'build' cycle. For example, testing actions for the coming months will be defined, refined and committed to. ULG coordinators and/or whenever possible a relevant local stakeholder based on the helix focus of the TNM, participate to ensure that transnational commitments are grounded in local stakeholder realities.

- **Network retrospective:** A shared reflection on network-level learnings, what is emerging across and in each city that should feed back into the shared HPH definition and transfer, as well as, importantly, Braga's v2.0 development plan.

Online Keep-iin-Touch (KIT) will be organised a couple of weeks fore each TNM. The KIT meetings will focus on all updates and agenda items (administrative, communication, progress) that do not need active co-creation. In this way, the in-person TNMs will really focus on field visits and all activities relating to co-creation and live participation for immersive and collective experiences.

TNM	Date	Host	Phase	Thematic focus	Purpose
TNM1	13-16 May 2026	Braga	<i>Understand</i>	Holistic model HPH Good Practice deep dive	A comprehensive and experiential immersion in the HPH good practice. Site visits, deep-dive facilitated participatory workshops with(in) all four helix strands. The focus is on building the shared understanding of the HPH necessary to apply the Transfer Puzzle meaningfully to each city's local context.
TNM2	October 2026	Málaga	<i>Adapt</i>	Social entrepreneurship helix (Private sector)	Hosted by Málaga and anchored in its Innosocial Centre and La Noria, this meeting will explore how the private and social enterprise dimension of the HPH can be activated in different city contexts. Partners examine incubation and acceleration programme design, private sector partnership models, blended finance architectures and the role of corporate and philanthropic actors in hub governance. This TNM will also frame the basis for the testing actions.
TNM3	January 2027	Espoo	<i>Adapt</i>	Education & research helix (Academic sector)	Espoo's partnerships with Aalto University and VTT make it the ideal host for exploring the academic helix in depth. This meeting will examine how cities, universities and research organisations can contribute together to social innovation hubs - as knowledge partners, co-researchers, methodology developers and talent pipelines. Espoo will present its City Factory.
TNM4	2027	Leipzig	<i>Adapt</i>	Public sector helix (Governance & administration)	Hosted by Leipzig, this meeting will focus on the governance and territorial embedding of the hub, and how municipalities can leverage regeneration projects and act as co-developers and enablers of place-based social innovation. The Mid-Term Review will also take place at this meeting, enabling a structured assessment of network progress.
TNM5	2027	Bologna	<i>Adapt / Reuse</i>	Corporate & philanthropic helix (Corporate sector)	Bologna's long-term tradition and dense ecosystem of foundations and cooperative economy actors and CSR-led corporations makes it the ideal host for exploring the corporate and philanthropic helix. The meeting will explore how large private actors can become genuine co-investors in social innovation infrastructure and will look at blended finance, corporate partnership design and governance models for public-private social innovation hubs .

					The Draft Transfer/Improvement Plans will also be presented for peer review.
TNM6	2028	Gdańsk	<i>Reuse</i>	<p>Final transfer & improvement plans</p> <p>Network showcase & peer review</p>	<p>Gdańsk was the lead partner of Boostinno, where it all started.</p> <p>This makes the city the perfect partner to host the closing meeting. Each partner city will present its completed Transfer and Improvement Plan, demonstrating its local adaptation journey and the concrete commitments made for HPH implementation beyond the URBACT project. The meeting will also be a celebration of the collective achievement, and a public-facing dissemination event to share the network's findings with a wider European audience.</p> <p>The final products of the network will be presented.</p>



3.2.2 Online thematic workshops (OTW) - In-between sprint knowledge and capacity-building

In addition to the six transnational meetings, **four online thematic workshops** will happen during the Adapt phase, providing dedicated space for capacity building on cross-cutting methodological themes:

- quadruple helix governance modelling,
- human-centred design,
- social impact measurement, and
- financial sustainability planning for social innovation hubs.

These will be structured, facilitated sessions of 2-3 hours that will address specific capability gaps identified during the Discovery/Understanding phase.

Each OTW will be facilitated by the Lead Expert with relevant ad hoc experts, and each will produce a concrete network output - a shared toolkit, framework or methodology that becomes part of the growing HPH Network 'toolbox'.

These workshops will be open to ULG members as well as the core city teams, extending the network's learning reach to the local stakeholder level.

Workshop	Theme	Content & expected outputs
OTW1	Quadruple helix governance in practice	Moving from stakeholder mapping to concrete co-governance. What governance instruments enable authentic multi-actor ownership. Directly feeding into each city's ULG development process
OTW2	Human-centred design for social innovation	Facilitating co-design with diverse community stakeholders; translating user research into hub feature decisions; avoiding the trap of designing for assumed needs rather than observed ones.
OTW3	Social impact measurement	Hands-on methodology workshop building on the impact measurement framework developed at TNM5. Partners will work through their own impact logic models, define KPIs, and pilot the shared measurement toolkit. Outputs feed directly into Transfer/Improvement Plan development.
OTW4	Financial sustainability planning for social innovation (hubs)	Mapping the funding landscape for hub sustainability beyond URBACT: public procurement, social enterprise income, philanthropy, EU structural funds, and blended finance models. Partners develop their sustainability model canvas, a component of the Transfer/Improvement Plan.

Additional webinars might be organised in collaboration with other Transfer Networks / URBACT Networks that address similar topics or would be interested in building their capacity and knowledge on shared thematic or methodological areas of interest. This will be explored as the network progresses.

3.2.3 Local level: the URBACT Local Group as the 'build environment'

The URBACT Local Group (ULG) is the **primary local environment** for each city's MiHPH deployment. The transfer of the HPH good practice will happen through the sustained engagement of the stakeholders who will ultimately govern, operate and use the hub. The ULG is where the hub gets built.

Each city's ULG is convened around the MiHPH implementation process and structured to reflect the **quadruple helix model** that is core to the HPH model. The ULG meeting programme in each city is designed to run in conjunction with the transnational meetings. Each TNM will produce a set of insights, decisions, tools and commitments that will feed directly into the next round of ULG work, and each ULG cycle will in

turn produce local user research, governance decisions and implementation learnings that will be fed back to the network at the following TNM or OTW.

This two-directional flow from the transnational to the local level, and from the local to the transnational level is the methodological spine of the network.

The local-transnational interdependency in practice:

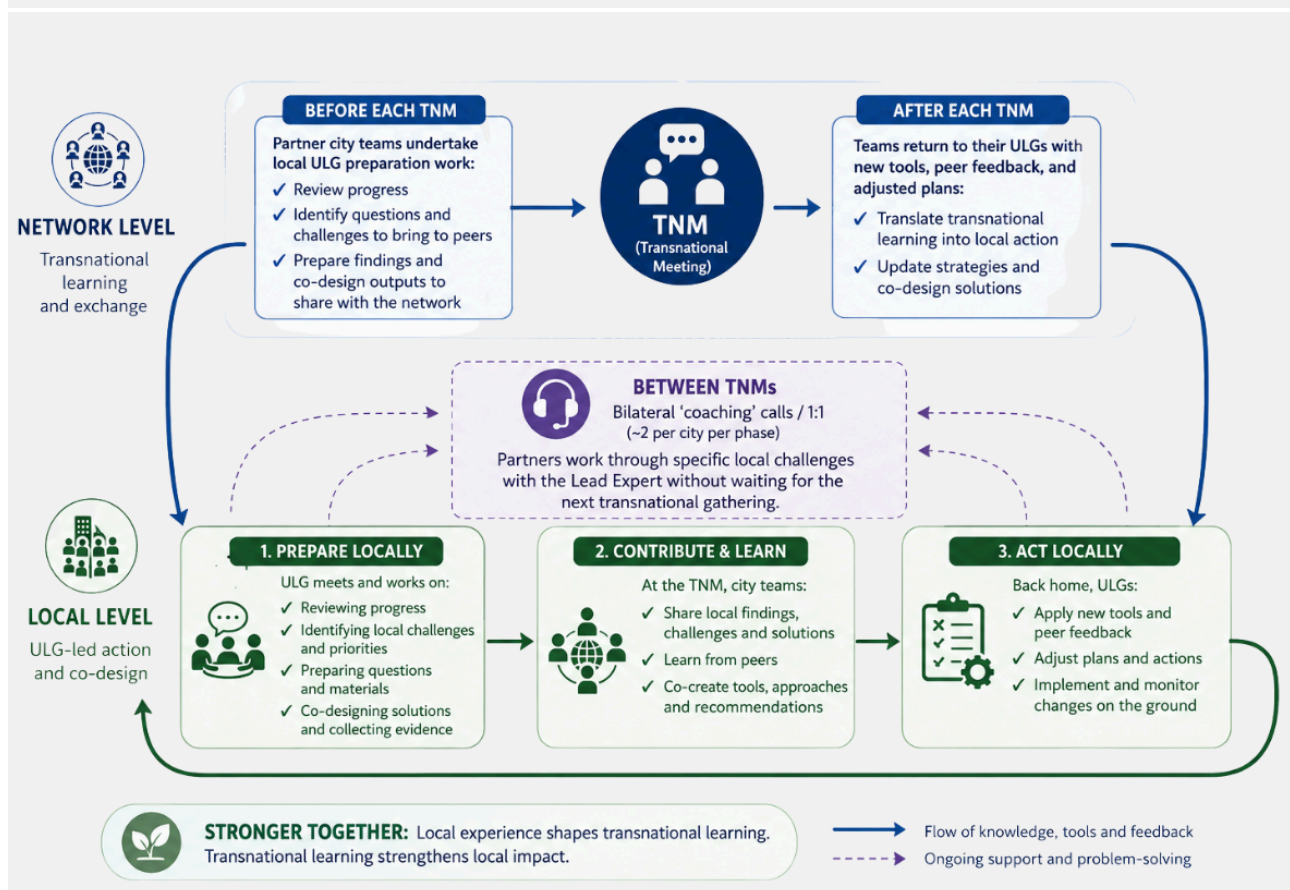
→ Before each TNM: partner city teams undertake local ULG preparation work - reviewing progress, identifying questions and challenges to bring to the peers, preparing findings and co-design outputs to share with the network.

→ After each TNM: teams return to their ULGs with new tools, peer feedback, and adjusted plans, translating transnational learning into local action.

→ Between TNMs: bilateral 'coaching' calls/ 1:1 (~2 per city per phase) will allow partners to work through specific local challenges with the Lead Expert without waiting for the next transnational gathering.

LOCAL-TRANSNATIONAL INTERDEPENDENCY IN PRACTICE

Continuous two-way flow: local insights inform the network; network learning drives local



This local-transnational flow is particularly critical for the co-design of the MiHPH, the Testing action and to guarantee the Transfer/Improvement Plan co-authorship and co-ownership.

Note:

For Kyiv, which might only be able to participate remotely due to the war circumstances, activities will be adapted to ensure that Kyiv's team and ULG development remains integrated into the network's shared learning journey.

Network roadmap



Section 4 — Conclusion

The HPH Transfer Network has emerged from its Understand phase with a strong and coherent foundation. The Transferability Study confirms that the Human Power Hub model carries high overall potential for transfer, grounded in four distinctive characteristics: modularity, ecosystem sensitivity, institutional flexibility, and built-in support infrastructure.

Most critically, the study confirms that all seven network partners share the core values and objectives of the HPH model: human-centric innovation, quadruple helix governance, and impact-driven experimentation. This common ambition across the diverse partnership provides a solid basis for a meaningful and durable transfer process, allowing each city to set realistic, achievable objectives while contributing distinctively to the network's collective knowledge base.

The vision: a European network of Human Power Hubs

This Transferability Study concludes with a forward-looking reflection that extends beyond the 30-month URBACT journey. The ambition of the HPH Transfer Network is not merely to transfer a Good Practice to six cities but to establish the conditions for a European Network of Human Power Hubs - a dynamic, self-sustaining constellation of locally embedded social innovation hubs connected by shared methodologies, a common impact measurement framework, and a culture of mutual testing and iterative improvement and ongoing peer exchange.

Human Power Hub Europe - Establishing a permanent European infrastructure for social innovation, creating impactful futures.

