



Human Power Hub

From understanding to adapting: seven cities start building their own social innovation hubs

Kick-off · City visits · Transferability Study · TNM1 Braga · URBACT University ·

Braga

Bologna

Espoo

Gdańsk

Kyiv

Leipzig

Málaga



Building cities that work with people

Nine months ago, six European cities embarked on a journey to take a close look at the Human Power Hub Good Practice from Braga and asked the question: what would it take to make it work at home?

At the heart of our journey is the Human Power Hub, a social innovation centre that Braga has developed over the past decade. What began as a strategic vision within the URBACT BoostINNO network has evolved into a permanent public policy instrument, managed by the municipal company BragaHabit E.M. Its distinctive approach brings public authorities, businesses, universities and citizens together as partners in shaping solutions to social challenges. People are not simply beneficiaries of its services; they are co-creators of the solutions that affect their lives.

This first journal captures the journey of our Human Power Hub Europe transfer network, from the online kick-off in January 2026 to the weeks leading up to our second Transnational Network Meeting in Málaga in October. It documents our *Understand phase*: the time we have dedicated to getting to know Braga's Good Practice, learning from one another and beginning to explore what a *Minimum Impact Human Power Hub* could look like in each of our local contexts.

As lead expert, I see this phase as much more than an introduction to a practice we wish to transfer. It is an opportunity to question assumptions, recognise what makes the Human Power Hub work, and explore how its underlying principles can take root in very different local realities. Transfer is not about replicating a model, but about understanding its essence and adapting it meaningfully to new places, people and needs.

In these pages, you will find highlights from our meetings, the ideas and questions that emerged, a dedicated page for each partner city, and the tools guiding our work. We have sought to capture not only *what* happened, but also *how* and *why*, because the learning, conversations and choices that shape the transfer process are just as valuable as the practice itself. They are also what other cities can learn from and build upon.

My thanks go to all our partners for the enthusiasm, openness and generosity they have brought to this first phase; to every member of the URBACT Local Groups who has already contributed, and to those who will continue to give their time and energy to this shared endeavour. And a very special thank you to our colleagues in Kyiv, whose continued commitment and participation, despite circumstances none of us would wish upon them, are a powerful reminder of the importance of solidarity, resilience and collective action.

This is only the beginning. I look forward to seeing how each city makes the Human Power Hub its own, and how, together, we turn a shared source of inspiration into locally rooted social innovation.

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Marion Cugnet
Lead Expert
Human Power Hub
Transfer Network



HPH Europe: A European Ecosystem for Social Innovation

When the Human Power Hub began its journey, our ambition was never simply to create another project, programme or physical space. We wanted to create an ecosystem capable of bringing people, organisations and institutions together to respond innovatively to the social challenges facing our communities.

Today, seeing the Human Power Hub recognised as an URBACT Good Practice and at the heart of a European network represents an acknowledgement of that journey and, more importantly, the beginning of a new chapter. Braga, Bologna, Espoo, Gdańsk, Kyiv, Leipzig and Málaga represent very different realities, but share the same determination to build more inclusive, collaborative and human-centred cities.

For us, transfer does not mean replication. The strength of the HPH model lies precisely in its capacity to adapt. Each city must find its own path, mobilise its own ecosystem and develop solutions rooted in its people, challenges and opportunities.

This process also challenges Braga. As Lead Partner, we are not only sharing what we have learned over the past decade. We are also listening, questioning our own model and learning from our partners. This reverse learning will be essential as we build the next generation of the Human Power Hub and its Improvement Plan.

At the heart of this journey remains a simple conviction: social innovation starts with people, but grows through cooperation.

Public authorities, universities, businesses and civil society all bring knowledge, resources and perspectives that are relevant and valuable. When we create the conditions for them to work together, not merely as stakeholders but as true co-creators, we can move from isolated initiatives to lasting ecosystems of social innovation.

This first Network Journal documents the beginning of this collective journey. More than a record of meetings and activities, it reflects the emergence of a European community of cities willing to learn from one another, experiment together and turn social innovation into lasting local capacity.

And perhaps that is the greatest value of this network: creating a space where cities do not simply exchange good practices, but learn, experiment and evolve together, united by the same conviction: the most meaningful transformations happen when cities work with people, not simply for them.

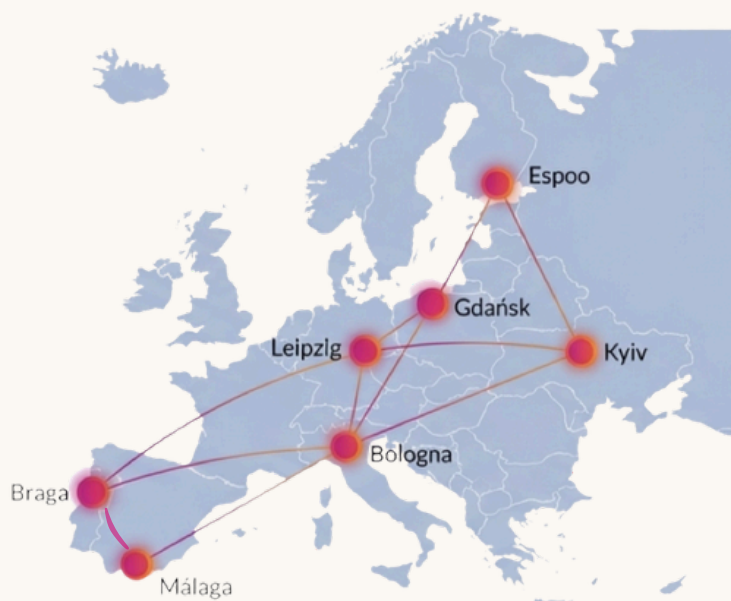
Our ambition therefore goes beyond creating new Human Power Hubs. We want to contribute to building a European ecosystem around a shared vision of social innovation: collaborative, measurable, locally rooted and, above all, human-centred.



Bruno Carvalho
Director, Human Power Hub



Seven cities, seven contexts, one shared ambition



The HPH partnership spans very different realities: from Braga's 200,000 inhabitants to Kyiv's 3.7 million, from EU less developed regions to a non-EU partner under martial law, diversity is a key strength of the network. It will test whether the Human Power Hub can work across the full range of European urban realities.

7

cities in 7 countries

30

months, Nov 2025 –
Apr 2028

5

transferable modules in
the Good Practice

1

Transferability Study,
published in May 2026

PARTNERS

Lead Partner: Braga (PT), through
BragaHabit E.M.

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

THEMES

Social cohesion · Local economy · Social
innovation ecosystems · Quadruple helix
governance · Social impact · Participation·
Resilience

OUR SHARED AMBITION

**Not seven copies of Braga, but a constellation of locally rooted Human Power Hubs,
connected by shared methods, a common way to measure impact and a habit of learning
from each other.**



Braga's Human Power Hub: ten years from vision to policy

Braga asked a different question: but how to make it permanent.

The Human Power Hub (HPH) is run by BragaHabit E.M., the city's municipal housing company. It is at once a physical space, a set of methods, a governance model and a community. It was recognised as an URBACT Good Practice in 2024.

What sets it apart is its Human-to-Human (H2H) philosophy. Incubators often work on business-to-business or business-to-consumer logic. The HPH starts from the person and keep the person at the centre of everything it does: users are co-developers, and every project, from a food-waste solidarity scheme to a digital health start-up, is led by the same question: does it create real, community-driven impact?

HPH is also governed by a quadruple helix: the municipality, the University of Minho, businesses and civil society sit at the table as co-owners, so that no single sector capture the agenda but rather develop and own it together.

THE VERSION HISTORY

v0.1 · Prototype (2015–2018)

A strategic vision written in the URBACT III BoostINNO network, led by Gdańsk. No building, no team yet, but a validated problem, a first coalition and an action plan.

v0.5 · Beta (2019–2021)

Funded by Portugal Social Innovation fund, it runs as an incubator governed by a quadruple-helix foundation. Methods are tested; partnerships, including with La Noria in Málaga, are built.

v1.0 · Release (2022–today)

Integrated into BragaHabit E.M. as a permanent public policy instrument, with a stable team, a physical hub and a full programme suite.

v2.0 · Upgrade (2026–2028)

Built with the network: equal weight for all four helices, systematic impact measurement, blended finance and digital co-creation tools.

50+

social enterprises created

200+

1,000+

citizens engaged in workshops and projects

100+

social organisations supported



The LEGO co-creation room at Braga's Social Innovation Centre, February 2026.

“We are not building a project. We are building an operating system for a city that believes change starts with people.”

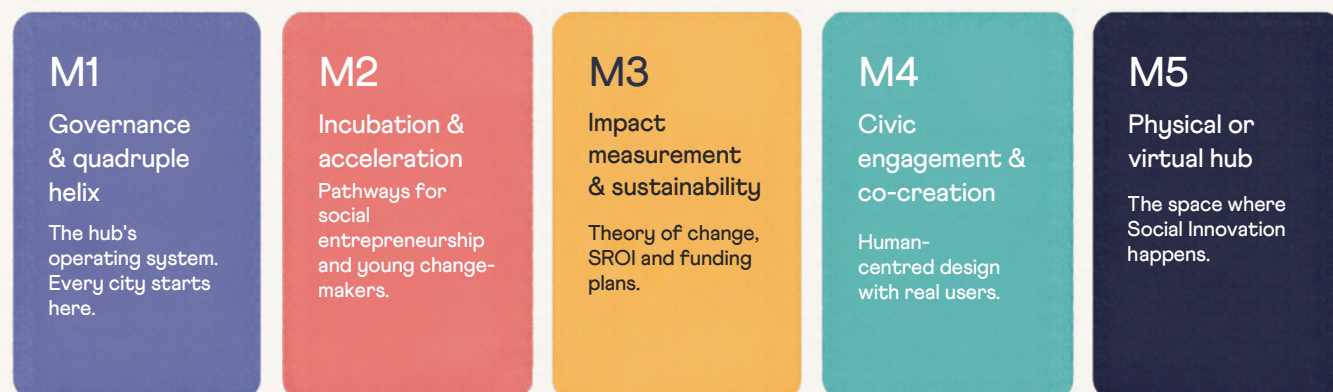
The Human Power Hub team, Braga



A puzzle, three sprints and a minimum impact hub

The Transferability Study, published in May 2026, approaches the Human Power Hub as a product with a version history, a feature set and a roadmap. Each partner city is at once a tester, a co-developer and the future operator of its own hub.

THE TRANSFER PUZZLE: FIVE MODULES



The MiHPH - the Minimum impact Human Power Hub: launch small, learn fast, scale what works

Borrowed from the "minimum viable product", the Minimum Impact Human Power Hub is the smallest version of the HPH that can still produce measurable social impact within the project.

Every MiHPH combines M1 with at least one other module chosen for local needs, assets and capacity.

Two transfer levels and an upgrade

Level A, full implementation within the project: Bologna.

Level B, adaptation and partial reuse: Espoo, Gdańsk, Kyiv, Leipzig, Málaga.

v2.0, improvement of the original: Braga, through reverse learning from the partners.

Three phases as three sprints

Understand · Discovery sprint (months 1–10)

Shared understanding of the Good Practice, city profiles, ULGs set up, Transfer Puzzle drafted.

Adapt · Build sprint (months 11–23)

Each city builds and tests its MiHPH through testing actions; the network grows a shared toolbox; draft Transfer and Improvement Plans.

Reuse · Scale sprint (months 24–30)

Final Transfer Plans, Braga's v2.0 Improvement Plan and the launch of a European network of hubs.

KEY TRANSFER LESSON

The HPH does not need to be transferred whole to make a difference. Cities start with the modules that fit, as long as they start with governance.



Nine months in and next steps





1

SECTION 1 Exchange and learning

Getting to know each other

ONLINE KICK-OFF · 13 JANUARY 2026

This was the first time the network met online. Carlos from HPH and the HPH team presented the good practice in details, its history, its theoretical background, the enabling factors and challenges to date, and key drivers for success and improvement. Each city introduced its team, its challenge and what it hoped to learn. Patterns appeared straight away: Gdańsk wanted to reach young people that existing services miss; Bologna to connect a rich social economy; Leipzig to engage diverse communities in a local neighbourhood despite tight budgets; Kyiv to turn wartime civic energy into lasting structures; Espoo to give citizens' ideas a place to grow; Málaga to include vulnerable young people in a fast-growing city.

Lead Expert Marion Cugnet set out the three-stage journey (Understand, Adapt, Reuse) and the URBACT cross-cutting priorities: gender equality, green and digital transitions.

THE CITY VISITS · FEBRUARY – MARCH 2026

Between February and March, the Braga team and the Lead Expert visited each partner. The visits were built around one topic guide: who are the actors in each helix, what already works, where are the gaps, and how strong is the appetite for change?

In Braga, the delegation saw the hub at work and met its ULG. In Málaga, the delegation was received at City Hall before a ULG meeting at InnoSocial and a visit to La Noria. In Bologna, it visited foundations that are very active in the innovation ecosystem. In Leipzig, a visit to the Mockau neighbourhood anchored the project physically.

In Espoo, the visit explored the City Factory idea and youth services. Each visit fed a city profile in the Transferability Study.

SEVEN VISITS, SEVEN STARTING POINTS

Braga

The hub at work, its ULG and the LEGO room

Málaga

City Hall, InnoSocial and La Noria

Bologna

Social Economy Plan, cooperatives, Repair Hub

Leipzig

Mockau district and the Trialogue

Gdańsk

Blue Sneakers and scattered youth spaces

Espoo

City Factory idea and youth services

Kyiv

Vcentri community hubs in war time



Málaga's ULG meeting at the InnoSocial centre during the city visit, February 2026.



Braga city visit, 2 February 2026.

WHAT THE VISITS SHOWED

- Political will at the highest level in all seven cities.
- Strategic fit: no city needs a new strategy, only a way to deliver the one it has.
- Assets to build on: none of the partners starts from scratch.



Inside the Good Practice

The first in-person meeting was designed as a true immersion: two days to see, touch and question how the Human Power Hub works, and a Social innovation Festival to interact with the whole community.

Learning by playing. The day opened in the hub's LEGO room, where partners built their first impressions of each other before the official opening with Braga's Mayor, João Rodrigues, BragaHabit E.M. and the Lead Expert. The afternoon "immersion experiences" used live role play: partners stepped into the shoes of social entrepreneurs facing a real challenge, then of researchers looking for their place in a social innovation centre. Gdańsk shared a city game it uses with its own stakeholders.

One visit per helix. On day two the group split across four sites, one for each strand of the quadruple helix: the Red Cross Braga (citizens), SDG Braga Lab (public sector), Fundação Primavera (corporate) and the University of Minho rectory (knowledge). The day closed with a joint evaluation and a co-decided list of next steps, and Braga's own ULG met the same evening.

Into the festival. The third day took the network to Braga's Social Innovation Festival. Network partners spoke on two panels, on managing knowledge in social innovation and on "the Y factor", the role of young people, before the Braga Social Innovation Awards. Kyiv followed the meeting online.



Welcome to the Human Power Hub - Partners discover the hub

“ The future of social innovation in Europe will be local in its impact, but networked in its learning.

Marion Cugnet, Lead Expert, festival roundtable

“ Where are young people allowed to advise, and where are they allowed to decide?

A question for every social innovation ecosystem, from the same roundtable



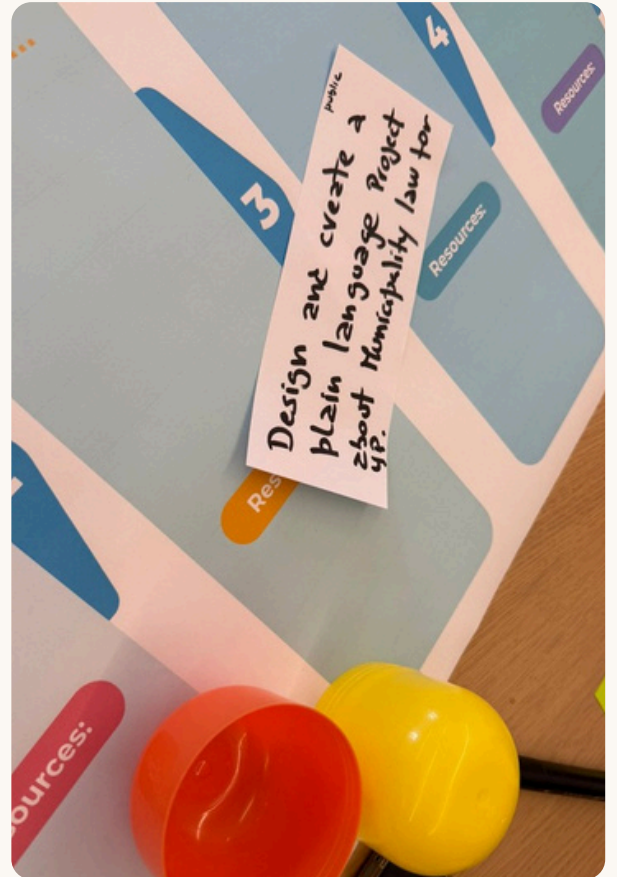
Network partners on stage at Braga's Social Innovation Festival

WHAT PARTNERS ASKED FOR NEXT

- Handle admin and updates online so in-person meetings focus on co-creation and site visits. This became the Keep-in-Touch (KIT) format.
- Co-host webinars with other Transfer Networks.

KEY TRANSFER LESSON

A Good Practice is easier to understand through experience than presentation. Seeing each helix at work made the quadruple helix concrete.





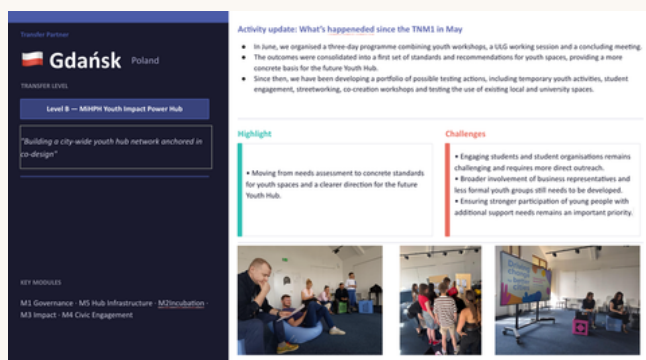
The work that happens between the big moments

URBACT University, Cork

From 25 to 27 August, city teams from across the network joined URBACT University in Cork, where they learnt and tested the Testing Action Implementation Canvas, and the "story of me, story of us, story of now" storytelling framework for explaining complex processes to stakeholders and funders. Braga's team designed a first version of its v0.2 HPH Canvas there too!

Keep-in-Touch #1 · 24 September

Our first KIT meeting brought partner updates, the communication plan, admin and finance, and preparation for Málaga into one 90-minute online call, leaving the transnational meeting free for co-creation.



TELLING OUR STORY: THE COMMUNICATION PLAN

Presented by network communication officer Emídio Meireles, the plan treats communication as part of the transfer, not just visibility. It speaks to three groups: co-creators (ULGs, local ecosystems), enablers (decision-makers, funders) and learners and reusers (other cities and networks).

Every story should answer six questions: Where? Who? What was tested? What was learned? Why does it matter? What next?



Network partners at the URBACT Summer University in Cork, August 2026

Taking the pulse: the Understand- phase check-in

Over the summer, all partners answered a short survey. The picture was encouraging and honest.

Every ULG is active.

Maturity varies, from Gdańsk's three-day youth co-design cycle in June to cities mapping their stakeholders and preparing their first or second meeting for the autumn.

The hardest helix seems to be academia.

Bologna, Leipzig and Málaga named universities as the strand still to bring in. For Gdańsk it is the private sector, with corporate social responsibility as a way in. The 2 transnational meetings ahead are designed to help: Málaga (private sector) and Espoo (academia).

Module choices are moving.

Gdańsk's young people showed that an accessible, co-owned space must come before structured incubation, so the city moved M5 up and M2 down. The network treats this as welcome reverse learning: priorities can change on evidence.

Relationships are strong.

All cities describe the network as positive and enthusiastic. Their main ask: clear guidance on how to translate the Good Practice locally, which will be built into the bilateral calls and the coming online workshops.





Social innovation as public infrastructure

For 20 years, much of Europe's social innovation has lived in pilots: well-meant experiments that prove a point and then tend to disappear. The network starts from a different premise: social innovation needs lasting ecosystems and infrastructure, not just projects.

WHERE THE HPH SITS IN EU POLICY

- Cohesion Policy 2021–2027: a Smarter Europe (PO1), a More Social Europe (PO4) and a Europe Closer to Citizens (PO5).
New Leipzig Charter: the just, green and productive city.
- European Social Economy Action Plan (2021): finance, visibility and better frameworks for cooperatives, associations and social enterprises.
UN 2030 Agenda: SDGs 8, 9, 10, 11 and 16.

THREE TENSIONS THE HPH HOLDS TOGETHER

Social economy ↔ impact economy

Cooperatives and solidarity on one side, social entrepreneurship and impact investment on the other. In Braga, a food-waste solidarity project and a digital health start-up use the same space, methods and mentors.

Solidarity ↔ society

Responding to acute vulnerability and improving wellbeing for everyone, within one ecosystem.

Public innovation ↔ civic innovation

Top-down policy labs and bottom-up grassroots action meet in an intermediary space, anchored in the institution but driven by citizens.

FOUR TYPES OF INNOVATION CENTRE

Each city will likely build a hybrid, but naming its main type early shapes who funds the hub, who governs it and which partners to activate first.

SIC · Social Innovation Centre

Driven by social impact; it is strong in Portugal and Italy.

PIC · Public Innovation Centre

Focused on policy and municipal innovation; it works best when it bridges public and civic cultures.

CIC · Corporate Innovation Centre

Led by banks, foundations or companies through CSR and ESG; it brings funding, but needs robust quadruple-helix governance to protect its social mission.

SRC · Social Resilience Centre

An emerging type for crisis and recovery, combining social innovation, psychosocial support and reconstruction. Kyiv may produce the first validated SRC method.

KEY TRANSFER LEARNING

None of the partners need a new strategy. The HPH will provide cities with a way to deliver the strategies they already have.



The holistic model: four helices, one human-centred hub

Braga's meeting had a broader theme than the ones that will follow: the Human Power Hub as a whole. Before each city chooses its modules, everyone needs to see how they fit together and how all four strands of the quadruple helix (public, private, academic and civic) share ownership of the hub and how they work together. The building itself was the first lesson. Its layout follows the HPH's principles: people first, with meeting rooms, coworking and incubation space, and design before experimentation, with the LEGO room for co-creation.

FIVE IDEAS PARTNERS TOOK HOME

- 1 Design from the user's path. Partners traced the journey of a person who wants to start a social innovation project, from first idea to support. The hub is built around that journey, not around its departments.
- 2 Keep two doors. In Braga, profit-driven start-ups go to Startup Braga and impact/purpose-driven projects come to the Human Power Hub. Each city needs to look into what its hub is for, and what it is not.
- 3 Activate universities' third mission. Besides teaching and research, universities have a social mission that is often forgotten. Students looking for a thesis topic are a source of free research for the hub.
- 4 Fund citizens directly. Braga's *Viva o Bairro* programme gives citizen-led neighbourhood projects grants of up to €20,000, each with a technical mentor to help the projects last.
- 5 Plan the route from pilot to policy. SIOS Life, a digital platform tackling the care gap for elderly people, moved from a minimum viable product to working with public health providers, with HPH support on impact analysis and scaling.

BEYOND THE PILOT TRAP

Too much social innovation stops at the pilot. The aim is change in the wider system, so that new solutions become normal practice.

CO-CREATION, NOT CONSULTATION

Consultation says "tell us what you think". Co-creation shares the problem, the decisions and the ownership.

NETWORKS AS CONNECTIVE TISSUE

What travels between cities is rarely a model. It is a method, a common language and above all trust.

One visit per helix

On the second day, partners visited four sites, one for each strand of Braga's quadruple helix.

Public · SDG Braga Lab

The city's experimentation arm for participatory and SDG-driven policy design.

Corporate · Fundação Primavera

A business foundation. Braga sees the corporate strand as its weakest, and is working to engage companies through ESG.

Knowledge · University of Minho

A partner for impact evaluation and for turning research into solutions for the city.

Citizens · Red Cross Braga

Civil society at work. Braga's ULG of 39 members also acts as a "critical friend" that co-designs and tests solutions.

“The question is no longer only "what is a good idea?" but "how does this idea change the system around it?"





Where each city stands, September 2026

Every city starts with M1 - quadruple-helix governance. ● = module in the city's current Transfer Puzzle, as presented by each city at the September KIT meeting. Priorities within each puzzle will still be refined in the Adapt phase.

CITY	HUB TYPE	M1	M2	M3	M4	M5	WHERE THE ULG IS
Braga v2.0 upgrade	Impact Power Hub	●	●	●	●	●	Micro-ULGs by helix forming; general assembly planned
Bologna Level A	Impact Intelligence Hub	●	●	●	●		Two meetings, working groups set up; third in October
Espoo Level B	Policy Integration Hub	●	●	●	●	●	Two meetings; focus narrowing to youth employment
Gdańsk Level B	Youth Impact Hub	●	●	●	●	●	Three meetings plus a three-day youth co-design cycle
Kyiv Level B	Resilience Hub	●	●	●	●		Group almost complete; first meeting depends on security
Leipzig Level B	Place-based & Governance Hub	●		●	●		Members recruited; first meeting in October
Málaga Level B	Youth Impact & Impact Measurement Hub	●	●	●	●		Two meetings with all four helices; module scope being finalised

5 of 7

cities identify young people as key target and co-designers

3

cities name academia as the helix still to bring in, ahead of TNM3 in Espoo

1

module change already made on evidence (Gdańsk)

AN UNPLANNED PATTERN

No one designed it, but youth participation has become the common thread across almost all seven cities: young people as co-designers of the services meant for them, not just recipients.

Braga

Impact Power Hub

“Elevate democracy, economy, literacy and citizenship through a social innovation investment in the City of Braga.”

M1 Governance

M2 Incubation

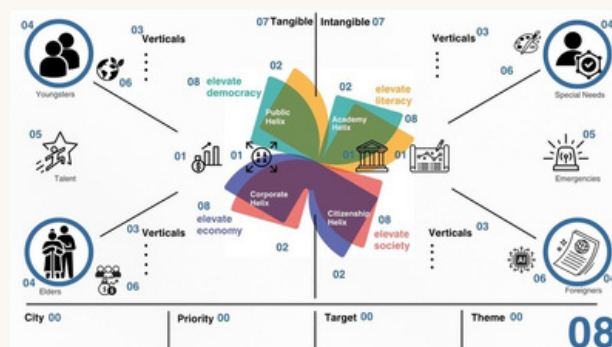
M3 Impact

M4 Co-creation

M5 Hub space

WHERE WE ARE

- Drafting an improvement plan: a ten-year strategy for the Human Power Hub.
- Organising the ULG as segmented micro-groups, one per helix, with a general assembly planned later in the year.
- Team members completed the URBACT ULG Coordinators Course and attended URBACT University in Cork.
- Co-prepared TNM2 with Málaga and the Lead Expert.



Braga's HPH v0.2 Canvas, September 2026: a visual of the hub's helices, verticals and target groups, to be tested with the ULG.

THE CHALLENGE WE ARE WORKING ON

Inspiring stakeholders who are satisfied with today's results to “dream bigger” than the hub as a building, and securing political support for a deeper social innovation ambition.

NEXT STEP

Use partners' reverse learning to shape the v2.0 Improvement Plan: equal weight for all four helices, systematic impact measurement and blended finance.



WHAT OTHER CITIES CAN LEARN FROM BRAGA

Even a mature hub can be reopened. Braga tests its own ideas alongside its partners and treats their feedback as design input for v2.0.

Bologna

“Turning Bologna's Social Economy Plan into a living, place-based system.”

M1 Governance

M2 Incubation

M3 Impact

M4 Co-creation

M5 Hub space

WHERE WE ARE

- Held its second ULG meeting in July with 17 participants and set up working groups.
- Chose the Repair Hub, home of an earlier circular-economy project, as the community hub for HPH activities.
- Set a local timeline from February 2026 to January 2028.
- Brought together public authorities, universities, third-sector and financial actors, linking repair and reuse to social inclusion and skills.

THE CHALLENGE WE ARE WORKING ON

Helping vulnerable people move from training into real jobs, and connecting the city centre with outer towns in the metropolitan area.

NEXT STEP

Third ULG meeting in October, linked to circular economy and repair events; bring the University of Bologna into the group.



WHAT OTHER CITIES CAN LEARN FROM BOLOGNA

Start where the energy already is. An existing community and space, the Repair Hub, gives Bologna a running start without new infrastructure.

Espoo

Policy Integration Hub

“From world-class innovation to a human-centric, place-based social innovation hub.”

M1 Governance

M2 Incubation

M3 Impact

M4 Co-creation

M5 Hub space

WHERE WE ARE

- Held its second ULG meeting and narrowed its focus to youth and youth employment.
- Is filling a gap identified with a major local vocational school: young people without work and losing a sense of purpose.
- Is exploring a parallel City Factory track with a local university.
- Is preparing to host TNM3, on the academic helix.

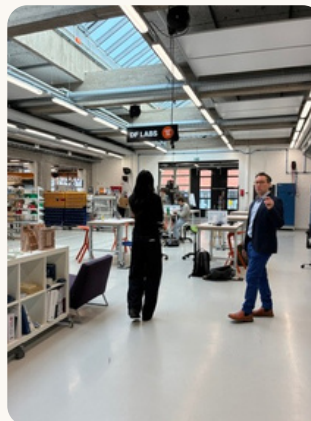


THE CHALLENGE WE ARE WORKING ON

Funding and confirming a physical location, and engaging employment services, which are stretched and have little capacity for work outside their core tasks.

NEXT STEP

Run the first co-creation event with young people; welcome the network to Espoo in January 2027.



WHAT OTHER CITIES CAN LEARN FROM ESPOO

Begin with a precise group and a precise gap. Graduates losing confidence, identified with a vocational school, give the hub a clear purpose.

Gdańsk

Youth Impact Power Hub

“Building a city-wide youth hub network anchored in co-design.”

M1 Governance

M2 Incubation

M3 Impact

M4 Co-creation

M5 Hub space

WHERE WE ARE

- The network's most advanced ULG: a kick-off in February, a resource-mapping session in May and a three-day programme in June combining youth workshops, a ULG session and a closing meeting. Turned that work into a first set of standards and recommendations for youth spaces.
- Moved M5 (the space) up and M2 (incubation) down: young people need an accessible, co- owned place before structured programmes.

THE CHALLENGE WE ARE WORKING ON

Reaching students and business representatives, and ensuring young people with additional support needs, migrant backgrounds or neurodivergence take part.

NEXT STEP

Launch the first pilots and use storytelling to show long-term impact beyond attendance figures.



The Blue Sneakers initiative



Gdańsk first ULG meeting during the City visit in February 2026

WHAT OTHER CITIES CAN LEARN FROM GDAŃSK

Let our young users set the agenda. Young people's evidence that space must come before incubation reshaped Gdańsk's Transfer Puzzle.

“Pioneering the first HPH methodology for post-conflict urban resilience.”

M1 Governance

M2 Incubation

M3 Impact

M4 Co-creation

M5 Hub space

WHERE WE ARE

- Has moved from studying the HPH model to adapting it through the Vcentri HUB network of community hubs.
- Has almost completed its ULG; the first in-person meeting depends on air-raid alerts.
- Followed TNM1 online and will join TNM2 in Málaga in person.

THE CHALLENGE WE ARE WORKING ON

Adapting the HPH to a city at war; moving from isolated initiatives to a systematic ecosystem; and making sure youth, veterans, displaced people and others affected by the war take part.

NEXT STEP

Hold the first ULG meeting; build a joint meeting with Leipzig, Kyiv's twin city



WHAT OTHER CITIES CAN LEARN FROM KYIV

Do not wait for ideal conditions. Shelters become hubs, volunteers become the team, existing networks become the platform.

Leipzig

“Creating a connective governance infrastructure for Mockau and beyond.”

M1 Governance

M2 Incubation

M3 Impact

M4 Co-creation

M5 Hub space

WHERE WE ARE

- Taking a methodology-first approach in the Mockau district: governance before a building.
- Reached out to residents and stakeholders at the Mockau Summer Fest and with an information stand at the Mockau News Forum.
- Recruited ULG members (“very excited”, in the team's words) and is linking the group to the city's wider social innovation network.

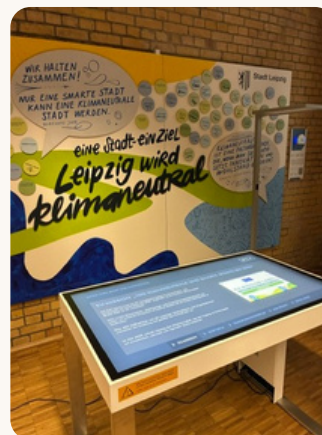


THE CHALLENGE WE ARE WORKING ON

Bringing in a partner with a scientific background, with limited budget.

NEXT STEP

First ULG working meeting in October; proposal for a joint meeting with Kyiv in Leipzig in June, alongside the Mockau Summer Fest.



WHAT OTHER CITIES CAN LEARN FROM LEIPZIG

Governance first, building later. A methodology-first hub is a legitimate start when the question of space is still open.

Málaga

Youth Impact & Impact Measurement Hub

“Systematising social impact at the heart of a booming city.”

M1 Governance

M2 Incubation

M3 Impact

M4 Co-creation

M5 Hub space

WHERE WE ARE

- Held its second ULG meeting on 3 July with a diverse group across the helices.
- Ran the Málaga Social Innovation Awards on 23 June.
- Is working on three streams: ecosystem visibility (the Impacta+ platform, launched in September), a Social Innovation School, and impact measurement focused on loneliness with the University of Málaga and the regional government.
- Host TNM2 in October

THE CHALLENGE WE ARE WORKING ON

Framing the scope of its MiHPH and its module choices, and winning over busy departments, which will need visible leadership and early results.

NEXT STEP

Lead the network's work on a shared social impact measurement framework.



WHAT OTHER CITIES CAN LEARN FROM MÁLAGA

Measure to persuade. Evidence of impact is what brings sceptical departments, investors and partners on board.



4

SECTION 4

Tools and the road ahead

Our toolbox: integrated and participatory by design

Each tool below has been used in the network during the first months of activity. All are aimed to be easy for ULG to pick up and reuse; several are (adapted) from the URBACT Toolkit or URBACT University.

PLAN

Transfer Puzzle

Five modules, one fixed starting piece (M1). Each city selects and orders the rest to match its needs, assets and capacity.

PLAN

MiHPH

The smallest hub that still creates measurable impact. A guard against the "aspiration gap".

DIAGNOSE

City profiles & readiness rating

Political support, ecosystem maturity, space, skills and finance, rated per city in the Transferability Study.

TEST

Implementation Canvas

From URBACT University: the stakeholder's view of an action. Would you contribute? Why? What would you need? When, with whom, for whom?

TEST

Stakeholder role-play

One city plays the reluctant stakeholder in character. Every "no" becomes a design input.

ENGAGE

LEGO & live role play

Used in Braga break the ice and to step into the shoes of entrepreneurs and researchers during the TNM1.

SHARE

Communications kit

Templates, key messages and visual assets for consistent storytelling across cities.

SHARE

Six question story frame

Where? Who? What was tested? What was learned? Why does it matter? What next? Plus "story of me, us, now" from Cork.

ORGANISE

Keep-in-Touch meetings

Online updates, admin and communication before each TNM, so time together is spent co-creating.



On the road to Málaga & Espoo

OCTOBER 2026

Next stop

TNM2 Málaga. Post-meeting note; cities share what they learned with their ULGs.

OCTOBER-NOVEMBER

Canvas at home

Each ULG runs the Implementation Canvas and refines the city's testing action.

DECEMBER

Learn online

Bilateral calls with the Lead Expert; online workshops on quadruple helix governance and human-centred design.

JANUARY 2027

Espoo

TNM3 on the academic helix: universities as knowledge partners, co-researchers and talent pipelines.

WHAT EACH CITY IS COMMITTED TO

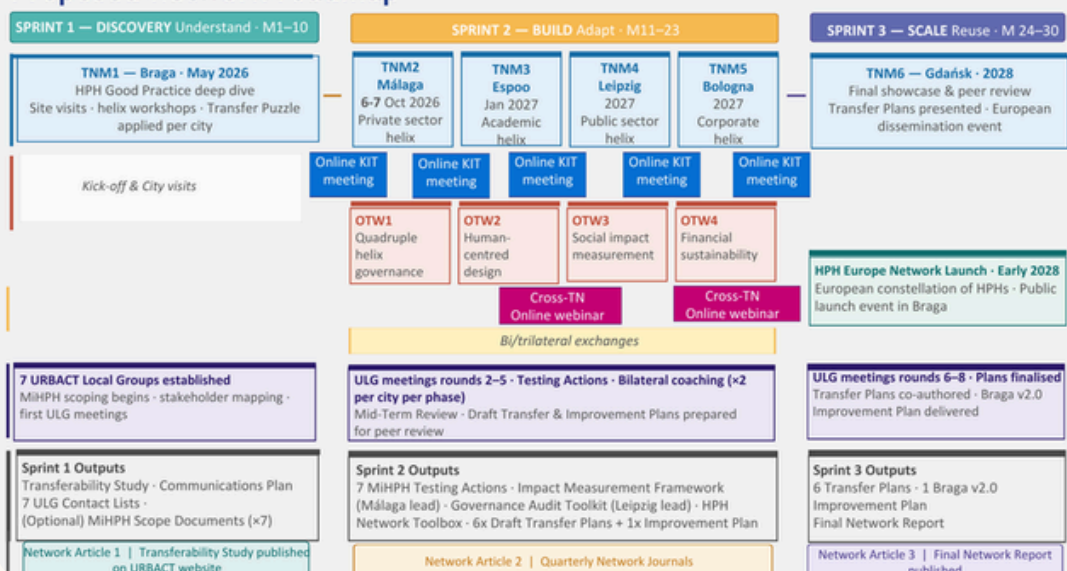
- Share what will be learned in Málaga with ULG members and communicate it widely.
- Run the Testing Action Implementation Canvas at the next ULG meeting.
- Start drafting the Transfer Plan: agree who will hold the pen and write the first section. For Braga, the Improvement Plan.
- Prepare the bilateral call with the Lead Expert.
- Start thinking about bringing one academic-helix actor, or one question for academia, to Espoo.



FURTHER AHEAD

TNM4 Leipzig (June 2027): the public sector helix and the mid-term review. TNM5 Bologna (2027): the corporate and philanthropic helix, with peer review of draft plans. TNM6 Gdańsk (2028), where the HPH story began in BoostINNO: final Transfer and Improvement Plans and a public showcase.

Proposed network roadmap



Human Power Hub

Connecting impact innovation · Imagining impactful futures

FOLLOW THE JOURNEY

Network page: urbact.eu/networks/human-power-hub

LinkedIn: Human Power Hub

Braga's hub: humanpowerhub.pt

THE PARTNERSHIP

Lead Partner: Braga (PT), BragaHabit E.M.

Transfer Partners: Bologna (IT), Espoo (FI),

Gdańsk (PL), Kyiv (UA), Leipzig (DE), Málaga (ES)

READ MORE

[Human Power Hub Transferability Study](#) (May 2026)

["Building cities that work for people"](#) (June 2026)

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Human Power Hub Transfer Network

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ABOUT URBACT TRANSFER NETWORKS

Transfer Networks help cities adapt and reuse a proven Good Practice from another European city. Each partner works with an URBACT Local Group (ULG) of local stakeholders and ends the journey with a Transfer Plan; the city that owns the Good Practice writes an Improvement Plan.

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