

THE ONE PROPOSAL: JESUIT SUPPORT TO THE UKRAINE CRISIS (2022–2025)

FINAL EVALUATION REPORT

Evidence of Impact, Institutional Transformation, and Strategic Learning

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Commissioned by: Xavier Network And Jesuit Refugee Service Europe |

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Table of content

I. Executive Summary	3
II. Background and Programme Overview	8
III. Evaluation scope and objectives	10
IV. Methodology	11
V. Evaluation Findings.....	14
a) JRS Ukraine - Ukraine	14
1. Demographics	14
2. Impact and results of change.....	15
A. Welcome	15
B. Protection	21
C. Promotion.....	34
D. Integration	45
b) Family Help Center (FHC) - Slovakia	51
1. Demographics	51
2. Impact and results of change.....	51
A. Welcome.....	51
B. Protection	56
C. Promotion.....	63
D. Integration	70
c) JRS Hungary - Hungary.....	75
1. Demographics	75
2. Impact and results of change.....	76
A. Welcome	76
B. Protection	82
C. Promotion.....	93
D. Integration	98
d) JRS Romania - Romania	103
1. Demographics	103
2. Impact and results of change.....	104
A. Welcome	104
B. Protection	111
C. Promotion.....	129
D. Integration	147
e) JRS Poland- Poland.....	153
1. Demographics	153
2. Impact and results of change.....	154
A. Welcome	154
B. Protection	161
C. Promotion.....	174
D. Integration	180
f) Capacity Building - Multi country	187
g) Institutional Coordination	197
VI. Conclusions and main takeaways	205
a) JRS Ukraine- Ukraine.....	205
b) Family Help Center (FHC) - Slovakia.....	209

c) JRS Hungary - Hungary.....	213
d) JRS Romania - Romania.....	217
e) JRS Poland - Poland	220
f) Capacity building - Multi country.....	224
g) Institutional Coordination	226
VII. Recommendations.....	228
a) JRS Ukraine - Ukraine.....	228
b) Family Help Center (FHC) - Slovakia.....	232
c) JRS Hungary - Hungary.....	233
d) JRS Romania - Romania.....	235
e) JRS Poland - Poland	238
f) Capacity building - Multi country.....	241
g) Institutional Coordination	242
Annexes.....	244

List of Tables and Figures

Available in Annexes

List of Abbreviations and Acronyms

Available in Annexes

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△How to read this report △

This report is structured to accommodate both quick reference and in-depth analysis. Readers seeking a high-level overview may begin with the Executive Summary, which synthesises the main findings and conclusions. The core of the report lies in the Evaluation Findings, which provide detailed, evidence-based analysis supported by quantitative and qualitative data, disaggregation where relevant, key success factors, sustainability considerations, and areas for improvement. For those preferring a shorter synthesis, the Main Takeaways section describes the most relevant insights into a concise summary. This is followed by the Recommendations, which translate the analysis into strategic and operational guidance. To fully contextualize the findings, it is recommended to review the Theory of Change of each country before engaging with the evaluation findings, as these frameworks provide the strategic logic and intended pathways of change that underpin the analysis.

I. Executive Summary

The war in Ukraine, which began in February 2022, has generated one of the most significant displacement crises in recent European history. As of February 2026, approximately **5.9 million Ukrainians have sought refuge abroad**, primarily across Europe, while **3.7 million remain internally displaced within Ukraine**. In Ukraine more than **10 million people continue to require humanitarian assistance**, reflecting the protracted and structurally destabilising nature of the conflict. Displacement is highly gendered: around **88% of refugees are women, children, and elderly persons**, increasing exposure to poverty, social exclusion, and protection risks. Host countries, including Poland, Romania, Slovakia, Hungary, and Moldova, have faced sustained pressure on housing, education, healthcare, and labour markets.

In response, the **Society of Jesus**, coordinated by **Jesuit Refugee Service Europe (JRSE)** and the **Xavier Network**, launched *The One Proposal*, a unified multi-country response structured around five pillars: **Welcome, Protect, Promote, Integrate, and Capacity Building**. Between 2022 and 2024, the initiative supported **127,716 individuals**, including 115,159 in Ukraine and neighbouring countries and 12,557 through the Integration Fund in countries of secondary movement. Activities spanned shelter, psychosocial support, education, livelihood development, legal aid, health services, advocacy, and institutional strengthening. Originally conceived as a three-year intervention, the response has been extended through 2026 due to continuing humanitarian needs.

Purpose and Methodology of the Evaluation

This external evaluation assesses the impact generated by *The One Proposal* between 2022 and 2025 in the lives of refugees and internally displaced persons (IDPs). It seeks to identify transformative changes attributable to the intervention and extract strategic lessons for future programming. The evaluation focused on: **Ukraine, Poland, Romania, Slovakia, and Hungary**. A mixed-methods design was employed, integrating qualitative and quantitative evidence. The methodology was guided by a **Theory of Change-based framework**, a **stakeholder-oriented and utilization-focused approach**, and cross-cutting **gender, intersectional, and human rights lenses**. Primary data collection included focus groups, impact stories, key informant interviews, and surveys. In total, approximately **1,151 individuals participated** in the evaluation.

Welcome: Dignity as the First Layer of Protection

Across all countries, the *Welcome* pillar was characterised by an exceptionally rapid and morally driven response, often preceding formal humanitarian structuring. In several contexts, Jesuit provinces acted immediately in the first days and weeks of the war, opening houses, retreat centres, parishes, and community spaces for emergency shelter before JRS structures were fully operational. This early mobilisation of Jesuit infrastructure and rooted territorial presence created a protective buffer at a time when public systems were overwhelmed or still adapting. In Poland, Slovakia, and Ukraine particularly, the Jesuit provincial response functioned as the initial operational backbone upon which later structured JRS programming was built. **In Romania and Hungary, a preexisting JRS structure facilitated early institutionalization and more**

professional assistance from the beginning. Across all countries, the *Welcome* pillar played a decisive role in moments of acute crisis.

Short-term shelter and emergency support functioned **not only as material assistance but as psychological stabilisation mechanisms**. Beneficiaries consistently reported that reception services marked a turning point from confusion and insecurity toward orientation and safety. High levels of reported dignity and respectful treatment were observed across contexts, often exceeding 85–95% agreement among surveyed participants. **The relational dimension of listening, accompaniment and personalised guidance enhanced coping capacity and mitigated the emotional shock of displacement.** In contexts where this accompaniment was sustained beyond the first contact, early stabilisation translated more effectively into longer-term protection outcomes.

However, the durability of *Welcome* gains depends heavily on transition pathways. Where follow-up systems linking emergency support to housing, legal, and integration services were well structured, beneficiaries experienced smoother progression. Where such pathways were less systematic, early gains risked stagnation.

[Protection: Measurable Gains in Safety and Well-Being, Structural Fragility](#)

Protection interventions generated some of the most robust and measurable outcomes across the evaluation. This axis combined differentiated operational models across countries, yet consistently restored safety, dignity, and emotional stability. The strongest contrasts emerge in housing and shelter provision. In **Ukraine**, two shelters in Lviv and Briukhovychi (50–60 beds) functioned as integrated protection hubs where **96% of shelter residents reported feeling physically safe and more stable** and 87% felt welcomed and respected. 92% expressed uncertainty about leaving within six months, revealing structural barriers to autonomy, however around **50 people who lived in the shelters out of a total of 140 remained in Ukraine and began autonomous lives thanks to JRS**. In **Poland**, housing support through Magis House and Jesuit accommodation similarly played a stabilising role: 80% of recipients reported feeling physically safe, and housing was consistently associated with restored dignity. In Romania, Hungary, and Slovakia, protection was less shelter-centred and more focused on housing subsidies, voucher assistance and support with landlords and legal and administrative accompaniment. In **Romania**, 97% of housing support recipients reported feeling safer and more stable. In **Hungary**, even partial rent contributions generated strong perceived protection effects, with 100% of recipients reporting increased physical safety. Although in these no-shelter models qualitative evidence shows that stability frequently collapsed once subsidies ended highlighting the fragility of gains when not linked to longer-term income pathways.

Basic needs and voucher support mitigated immediate hardship across contexts, but duration proved decisive. In Hungary, longer-term recipients were significantly less likely to report harmful coping strategies such as borrowing or skipping meals. In Romania and Poland, beneficiaries described assistance as reducing pressure rather than eliminating structural vulnerability. In Ukraine, although 73% reported that support substantially covered basic needs (rising among shelter residents), only a minority felt fully secure overall due to rent, medical costs, and income instability. Across countries, beneficiaries valued flexibility and predictability as much as the amount of support itself.

Psychosocial support stands out as the most consistently transformative protection outcome. In Slovakia, 91% reported feeling emotionally better after engaging with FHC; in Hungary, 85% after engaging with JRS; in Romania, 91%; in Poland, 95%; and in Ukraine, 86%, rising to 96% among those receiving structured MHPSS. WHO-5 data across contexts show a clear pattern: extreme distress levels declined among beneficiaries compared to non-beneficiary reference groups, particularly among those engaged for several months. Qualitative evidence clarifies that impact did not mean “recovery” from trauma, but rather prevention of deterioration and restoration of functional stability, sleeping, parenting, decision-making, and daily orientation. Women consistently reported slightly lower well-being than men, reflecting caregiving burdens and economic strain, a pattern visible in both 2024 and 2025 JRS needs assessments. Specialised support for children with disabilities, though smaller in scale, filled systemic gaps. In Hungary’s SEN programme and Romania’s integrated kindergarten model, families reported improvements in communication, behaviour, and school inclusion, outcomes unlikely without bilingual and multidisciplinary support.

Legal and administrative accompaniment further reinforced protection by converting formal rights into practical access. In Slovakia and Poland, over 90% reported that procedures became easier after JRS support, and in Slovakia 97% reported increased confidence handling administrative matters independently. In Romania, Slovakia and Poland, Ukrainian-speaking mediators were repeatedly described as decisive bridges through complex systems. Beyond case resolution, beneficiaries frequently report increased autonomy framed legal support as restoring dignity and reducing anxiety in rapidly changing regulatory environments.

[Promotion: Education and Language as Drivers of Agency](#)

Across countries, the strongest outcomes were observed where education was combined with multiple education services and psychosocial accompaniment rather than delivered as a standalone service. **In Romania and Ukraine**, *Promotion* activities were closely integrated with emotional support. Over 90% of parents in Romania reported improvements in children’s academic confidence, emotional regulation, and school motivation. In Ukraine, 78% of caregivers reported improved social integration at school and 88% improved confidence or reduced anxiety. Qualitative evidence in both contexts confirms that emotional stabilisation was a prerequisite for learning: children described as “calmer” and “less afraid” were able to engage academically. **In Hungary**, educational engagement outcomes were also strong (90% of caregivers reported improvement in at least one school-related dimension), and 92% of families whose children attended Hungarian classes reported language progress. However, overall proficiency remains uneven, and adult language confidence gains were more modest (57% reported increased confidence), reflecting structural and scheduling constraints. **In Slovakia**, one-to-one tutoring and Slovak courses translated into high functional autonomy: 96% reported increased confidence using Slovak in daily life, and 92% reported reduced isolation through courses. In Poland, language adult education similarly stood out, with 96% reporting increased confidence in Polish; courses were repeatedly described as gateways to work, school communication, and participation.

Livelihood outcomes and scope of activities remain more modest than educational and emotional gains. In Romania, 96% reported increased self-confidence after training and 84% increased motivation, yet employment outcomes remain limited, with structural labour-market barriers frequently cited. Across countries, training improved agency more reliably than economic independence.

A consistent secondary effect of *Promotion* activities was social connection: between 78% and 92% of participants reported meeting new people through courses, confirming that language and training spaces functioned simultaneously as integration and psychosocial platforms.

Integration: Relational Belonging within Structural Limits

Integration outcomes under The One Proposal show meaningful progress at the relational and perceptual level, while structural integration remains constrained by external factors such as labour markets, legal uncertainty, and housing instability. **In Ukraine**, integration is primarily internal and relational rather than cross-national. 84% of respondents reported having developed meaningful relationships through JRS, and 43% described themselves as integrated or very integrated in 2025 (compared to 22% among the 2024 non-frequent beneficiary group). Qualitative evidence shows that integration is experienced as emotional safety, recognition, and restored belonging within host communities under war conditions, rather than full civic inclusion.

In Poland, 83% reported developing meaningful relationships through JRS, though mostly within the Ukrainian community. 41% reported relationships with Polish nationals, indicating partial bridging. Perceived integration improved (33% reporting integrated/very integrated, up from 21%), and 95% said JRS helped them feel more integrated. However, beneficiaries continue to describe integration as fragile and highly dependent on language and employment stability. **In Romania**, 91% reported that JRS helped them feel more integrated, yet only 17% described themselves as fully integrated with marginal gains from 2024 non-frequent beneficiaries. Bridging with Romanians remains limited (around 25% reporting meaningful ties), and language barriers are consistently identified as the primary obstacle. School inclusion for children appears to be the strongest structural integration pathway.

In Hungary, 62% reported developing meaningful relationships through JRS. Bridging relationships with Hungarians were reported by 41%, but only 16% described themselves as integrated or very integrated, with most identifying as partially integrated. Qualitative evidence suggests that language proficiency alone does not guarantee belonging; experiences of stigma and cultural distance continue to shape integration perceptions. **In Slovakia**, integration outcomes are closely tied to the Family Help Center as a social hub. 66% reported forming meaningful relationships through FHC, and 96% said it helped them feel more integrated. Yet relationships outside FHC spaces remain limited, highlighting the Center's role as a gateway rather than a substitute for broader societal inclusion.

Capacity Building and Coordination: Institutional Transformation as Enduring Impact

Capacity Building under The One Proposal was conceived as a multi-level, multi-dimensional component operating across human resources, infrastructure, and organisational accompaniment. Activated through initiatives led by JRS Europe and the Xavier Network, direct support to country offices, and internally driven processes by country offices themselves, it functioned as a foundational enabler rather than a secondary support mechanism. Given that neither JRS Europe nor most country partners had prior experience managing a humanitarian response of this scale in Europe, **Capacity Building became the structural backbone of the intervention. A structured training programme (2022–2023), designed following an initial survey of country offices**, provided modules on JRS mission and identity, One Proposal reporting, Core Humanitarian Standard (CHS), safeguarding, mainstreaming MHPSS into programming, security

management, staff care and Psychological First Aid (PFA), safeguarding policies in practice, and IT systems. **The broader component brought key institutional gains such as: the formal creation of JRS Poland; the transformation of JRS Ukraine from a shelter-based initiative into a structured humanitarian organisation; the scaling of JRS Romania into a multi-sector hub; and the consolidation of mandates in Hungary and Slovakia. These shifts represent qualitative leaps in institutional maturity.**

Human resource expansion was the most immediate driver of this transformation (e.g., Poland from 3 to 35–36 staff; Romania from 27 to 60; Ukraine from 3 to 16), enabling professionalisation, safeguarding, and donor compliance. The deliberate recruitment of Ukrainian refugees, predominantly women, representing up to 68% of staff in Romania and over half in Poland, strengthened programme relevance and trust, while increasing the need for structured staff-care systems. Investments in physical spaces and sustained accompaniment further reinforced institutional capacity beyond technical training alone. However, systematisation often lagged behind rapid growth, leaving some capacities person-dependent. As emergency funding declines, the key challenge is to consolidate these gains into embedded systems, diversified funding strategies, and long-term institutional sustainability.

The rapid activation of the Xavier Network's emergency protocol, refined through previous crises, provided structured decision-making, clear participation rules, and immediate alignment within the first 24 hours, significantly reducing fragmentation. The explicit **involvement of the Curia**, including the Father General and the Regional Assistant, added political legitimacy and mediation authority, helping resolve provincial tensions and consolidate national structures (notably in Poland). **Pre-existing Jesuit territorial presence** functioned as immediate operational assets, enabling rapid shelter activation and volunteer mobilisation. Patient, non-confrontational leadership from JRS Europe, combined with a single coordination hub in Brussels, preserved subsidiarity while maintaining coherence. Early solidarity fundraising and a joint needs assessment in March 2022 further reinforced strategic unity, generating a shared analytical framework and strengthening collective ownership across countries.

At the same time, structural limitations reveal areas for improvement. Coordination responsibility did not always match formal authority, as provinces retained ultimate decision-making power, limiting enforcement of technical standards and HR oversight. Institutional preparedness varied across countries, and rapid staff expansion sometimes preceded full systematisation, leaving capacity person-dependent. Monitoring systems prioritised financial reporting over comparative outcome measurement, constraining structured learning. Delayed investment in coordination staffing at regional level and uneven fundraising culture at country level exposed sustainability risks as emergency funding declined. Nationality-based donor earmarking generated ethical tensions and operational inconsistencies in vulnerability targeting. Finally, limited awareness of the Xavier Network architecture among some provinces and instances of parallel fundraising highlighted governance fragilities. While coordination proved effective overall, future crises would benefit from clearer emergency governance frameworks, stronger technical baselines, earlier systematisation, and embedded sustainability planning.

[Strategic Reflection](#)

Across the five countries assessed, *The One Proposal* demonstrates that relational dignity, continuity of support, and integrated service pathways are decisive drivers of impact. The intervention has contributed to

tangible improvements in safety, well-being, autonomy, and institutional capacity. At the same time, structural economic constraints and policy volatility limit the durability of some gains.

The next phase will require consolidating institutional systems, strengthening economic inclusion pathways, deepening partnerships with public actors, and maintaining flexible integration strategies capable of adapting to uncertain geopolitical developments.

II. Background and Programme Overview

The war in Ukraine, which began in February 2022, has triggered one of the most significant displacement crises in recent European history. Now entering its fifth year, the conflict has forced millions of people from their homes. **As of February 2026, an estimated 5.9 million Ukrainians have sought refuge abroad, mostly in neighbouring and European countries**, while approximately **3.7 million people remain internally displaced within Ukraine** due to ongoing hostilities and insecurity¹. The persistent crisis has produced widespread humanitarian needs, with more than 10 million people estimated to require humanitarian assistance within Ukraine and surrounding contexts in 2025².

The demographic profile of displacement is highly gendered: approximately 88% of refugees are women, children, and elderly persons, largely due to conscription policies affecting men aged 18–60. This has increased vulnerability to exploitation, gender-based violence, poverty, and social exclusion, while placing additional strain on education, healthcare, housing, and social protection systems in host countries. Children in particular face heightened psychosocial risks, with widespread reports of insecurity and emotional distress.

Neighbouring countries, including Poland, Romania, Moldova, Slovakia, and Hungary, have absorbed the majority of displaced persons, with Poland hosting the largest share. The protracted nature of the conflict has shifted the humanitarian response from emergency relief toward longer-term integration and stability, amid shrinking public subsidies, housing shortages, economic pressures, and growing political sensitivities around refugee support.

Institutional Response: The One Proposal

In response to the crisis, the **Society of Jesus**, coordinated by **Jesuit Refugee Service Europe (JRSE)** and the **Xavier Network**, launched a unified multi-country response known as **The One Proposal**. The initiative was designed following comprehensive needs assessments and implemented in partnership with JRS country offices, Jesuit provinces, local Jesuit NGOs, other partners and public authorities.

Between 2022 and the end of 2024, the One Proposal supported **127,716 individuals**. Of these, **115,159 people were assisted in Ukraine and neighbouring countries**, while **12,557 individuals received support through the Integration Fund** in countries of secondary movement.

¹ UNHCR (2026). Ukraine Refugee Situation Operational Data Portal. Available at: <https://data.unhcr.org/en/situations/ukraine> (visited 04/03/2026)

² United Nations Office for the Coordination of Humanitarian Affairs (OCHA) (2025). Ukraine Humanitarian Needs and Response Plan 2025. Available at: <https://www.unocha.org/ukraine>

Across the four-year period³ activities **and services** were delivered across sectors including housing, education, MHPSS, health, livelihood support, legal assistance, emergency aid, and institutional strengthening. Although initially conceived as a three-year intervention (March 2022–February 2025), the persistent humanitarian needs have led the Society of Jesus, JRSE, and partners to extend operations through 2025 and 2026, recognising the continued vulnerability of refugees and internally displaced persons.

Strategic Framework

The One Proposal is structured around five interconnected pillars:

WELCOME: Provision of short-term shelter, emergency aid, relief, and basic needs assistance to ensure safe and dignified reception.

PROTECT: Delivery of long-term shelter, mental health and psychosocial support (MHPSS), health services, legal assistance, cash and voucher assistance and food and non-food items (NFI) to safeguard rights and reduce vulnerabilities.

PROMOTE: Support for education (formal and non-formal) and livelihood initiatives aimed at strengthening skills, autonomy, and future prospects.

INTEGRATE: Advocacy and integration activities fostering social cohesion, access to services, inclusion in labour markets, and peacebuilding efforts between refugees and host communities.

CAPACITY BUILDING: Strengthening of JRS country offices and partner capacities through staff recruitment, training, institutional development, and operational support to ensure effective and sustainable delivery.

Note: From 2023 onwards, JRS Europe consolidated the framework into four pillars by integrating *Promotion* and *Integration* activities. For analytical clarity, this evaluation maintains the original five-pillar structure used during the initial design of The One Proposal, allowing a clearer presentation of findings.

Geographical Scope: The primary response has been implemented in **Ukraine (notably Lviv)** and in neighbouring host countries: **Poland, Romania, Moldova, Slovakia, and Hungary**.

Additionally, an **Integration Fund** has supported refugees in countries of secondary movement, including Bosnia and Herzegovina, Portugal, Kosovo, Croatia, Serbia, North Macedonia, Ireland, and Spain.

Target Population: The programme supports: **Internally Displaced Persons (IDPs)** within Ukraine; **Refugees of Ukrainian nationality** displaced to third countries; **Refugees of other nationalities** displaced from Ukraine; **Members of host communities**, particularly within integration-related activities to promote social cohesion and reduce tensions. Given the gendered nature of displacement, most beneficiaries are women, children, elderly persons, and persons with disabilities, who often face heightened vulnerability and protection risks.

³ At the time of finalising this evaluation, programme information was available up to the first six months of 2025. However, data related to the capacity-building component covered the full 2025 period.

III. Evaluation scope and objectives

The evaluation seeks to determine the impact generated by The One Proposal in the lives of refugees, internally displaced people, and host communities between 2022 and 2025. The aim is to identify the changes attributable to the intervention and extract key lessons to inform planning and decision-making for the future.

Temporal scope: The evaluation covers most of the implementation period of The One Proposal, from its launch in March 2022 through 2025⁴. It assesses cumulative results and emerging impacts over nearly four years of implementation, recognising the transition from emergency response to longer-term integration and institutional strengthening.

Thematic and analytical scope: The evaluation focuses on a representative selection of countries where the intervention has had the most significant scale and diversity of actions. Fieldwork and in-depth analysis were conducted in **Ukraine (internal displacement context), Poland, Romania, Slovakia, and Hungary**. These contexts provide complementary perspectives, internal displacement, large-scale reception, and medium-sized hosting environments, allowing for cross-country learning and comparative insights. The broader programme footprint, including Moldova and countries supported through the Integration Fund, is acknowledged; however, this evaluation concentrates analytically on the five selected countries.

Function of the evaluation: The evaluation serves a predominantly **formative and strategic learning function**. It aims to inform decision-making regarding the continuation, adaptation, or scaling of the intervention in a possible second phase. By analysing achieved results, unintended effects, and sustainability prospects, it provides evidence-based recommendations to strengthen future humanitarian and integration responses.

Evaluation responsibility: This is an **external evaluation**. Methodological design, data collection tools, analysis, interpretation, and drafting of conclusions were conducted independently by an external evaluator. Findings and recommendations were validated through a structured dialogue process with JRS Europe, country offices, and Xavier Network representatives to ensure relevance, feasibility, and accuracy.

Participation and inclusion: A central principle of this evaluation has been the active inclusion of the target population. Primary data collection prioritised beneficiaries' perspectives, including families, elderly persons, persons with disabilities, and host community members, ensuring that lived experiences and perceived impacts form the core analytical reference point.

Evaluation questions:

Impact and Results of Change

- What significant changes, attributable or contributed by the JRS intervention, have taken place in the quality of life, well-being, autonomy, dignity, and resilience of the target population (refugees, internally displaced persons, host communities)?
- How has support under **Protection** (housing, food, psychosocial support, legal assistance) impacted people's security, mental health, access to rights, and reduction of vulnerabilities?

⁴ Idib

- What has been the impact of **Promotion** actions (education, training, resilience activities) on the development of skills, empowerment, and future prospects (including access to livelihoods)?
- To what extent have **Integration** initiatives (employment support, language classes, cultural mediation, social cohesion) contributed to the sustainable social and economic inclusion of refugees in host communities, reducing barriers and fostering coexistence?
- To what extent did the **Welcome** support (short-term shelter and emergency relief) provide safety, dignity, stability and overall well-being during moments of crisis, and how did it influence beneficiaries' capacity to cope with the situation of displacement?
- To what extent have **Capacity Building** efforts (training, institutional strengthening, accompaniment of partners and staff) enhanced the ability of JRS offices, local partners, and communities to deliver quality support, ensure sustainability, and respond effectively to evolving needs?
- What unintended impacts (positive or negative) have resulted from the project's implementation? Have any specific effects been observed on host communities or on particular groups?
- Has the project achieved equitable impact across the beneficiary population, considering gender, age, and specific vulnerabilities (people with disabilities, the elderly, ethnic minorities, etc.)? How has the integration of a *Protection* and gender approach influenced the observed impacts?

Sustainability of Impact

- To what extent are the observed changes (impacts) sustainable in the long term? What factors (at the level of beneficiaries, communities, local capacities, public policies) influence the continuation of these benefits once external aid is reduced or ends?
- Has the capacity of communities or local institutions been strengthened to maintain results and continue supporting affected populations? Has autonomy been fostered and dependence on external aid reduced?

Influencing Factors and Learning

- What have been the key factors (facilitators and obstacles) that have influenced the achievement or limitation of the observed impacts? (Consider project design, implementation, adaptability to the crisis context, coordination with other actors, beneficiary participation, and local ownership).
- What lessons learned and strategic recommendations can be extracted from the generated impact to inform future decision-making?
- To what extent did the coordination between JRS Europe, country offices, Xavier Network members and donors support (or limit) an effective and coherent response under The One Proposal? What were the main strengths and challenges of this coordination, both at the overall mandate level and in day-to-day implementation?

IV. Methodology

The final evaluation of The One Proposal was conducted through a mixed-methods design, combining qualitative and quantitative approaches in order to capture the structural, relational, and outcome dimensions of the intervention across countries. While qualitative inquiry constituted the backbone of the assessment, it was systematically complemented by primary and secondary quantitative data to ensure triangulation and analytical robustness. **Within this framework, a selected complementary funding stream, the Caritas-**

funded educational component, was also assessed as distinct but integrated element of the broader *Promote* pillar, with their contribution analysed in relation to the overall programme objectives.

The methodological design was guided by the following **evaluative approaches**:

1. Theory of Change–Based Evaluation: The evaluation was structured around the construction and validation of a country-specific Theory of Change. This framework enabled a systemic understanding of how the intervention was expected to generate impact across the Welcome, Protection, Promotion, and Integration axes. By mapping causal pathways, underlying assumptions, and contextual enablers and constraints, the Theory of Change served as the backbone for the evaluation matrix, data collection tools, and analytical interpretation. It also facilitated a reflective exercise with JRS teams on the coherence between intended and observed results.

2. Stakeholder-Oriented Evaluation: The evaluation adopted a clear stakeholder-centered orientation, recognising beneficiaries, JRS staff, Jesuit structures, partners, public authorities, and community actors as key interpretative agents. Their perspectives were not treated merely as sources of information, but as central lenses through which impact and logic cause were assessed. This participatory orientation strengthened ownership of findings and enhanced the practical relevance of recommendations.

3. Utilization-Focused Evaluation: The evaluation was designed following a **utilization-focused approach**, ensuring that findings and recommendations would be directly relevant and actionable for primary intended users, namely JRS Europe, country offices, Xavier Network members, and Jesuit leadership structures. Throughout the process, dialogue with stakeholders informed the refinement of evaluation questions, validation of findings, and prioritization of recommendations. This approach aimed to ensure that the evaluation serves as a strategic learning and decision-making tool, particularly in view of future programming phases and institutional strengthening.

4. Gender and Intersectional Approach: A gender-sensitive and intersectional lens was integrated throughout the evaluation. The analysis examined differential access to services and differentiated impacts, recognising how multiple axes of inequality (gender, age, displacement status, disability, socio-economic background, and territorial context) interact to shape lived experiences of displacement and integration.

5. Human Rights-Based Approach: The evaluation incorporated a human rights-based approach (HRBA), framing refugees and internally displaced persons as rights-holders and institutions as duty-bearers. The assessment examined not only service delivery outcomes, but also the extent to which the intervention strengthened access to rights, reduced structural vulnerabilities, and enhanced autonomy and dignity.

Data Collection and Fieldwork

The evaluation combined documentary analysis, Theory of Change validation, and primary data collection through impact stories, key informant interviews (KIIs), focus group discussions (FGDs), and surveys.

Primary data collection included:

- **Impact stories** through semi-structured interviews with beneficiaries, capturing trajectories of change across economic, social, emotional, and rights-based dimensions.
- **Key informant interviews** with JRS staff (national and regional), Xavier Network representatives, members of the Society of Jesus, public authorities, schools, implementing partners, and humanitarian actors.
- **Focus group discussions** with different beneficiary groups (women, men, youth, older persons, etc.), supported by professional translators where necessary.
- **Impact surveys**, deployed primarily through Kobo Forms (online and in person), addressing JRS's integrated approach across all axes. Mental well-being was measured using the **WHO-5 Well-Being Index**, a validated five-item scale assessing subjective psychological well-being (score range 0–25). In some cases, baseline approximations were reconstructed based on previous needs assessments.

In-person fieldwork was conducted in **Poland, Ukraine, Romania, Slovakia, and Hungary** between **27 October and 28 November 2025**, complemented by online interviews. In total, approximately **1,151 individuals** participated in the evaluation across qualitative and quantitative components.

[Summary](#)

Tool	People reached			Estimated
	Men	Women	Total	Total
FGD with beneficiaries	30	197	227	200
Impact stories with beneficiaries	2	25	27	15
KII / FGD with Staff	6	43	49	35
KII with Jesuit staff	7	0	7	10
KII with staff (JRS, Xavier Network, others)	6	3	9	7
External authorities	4	8	12	10
Total Qualitative	55	276	331	277
Total Quantitative - Surveys	88	732	820	500-750
Grand total	143	1008	1151	777

[Limitations](#)

The evaluation employed a convenience, non-probabilistic sampling strategy, limiting generalisability. No control groups were established. Year-to-year comparisons involved non-identical populations. Geographic qualitative coverage was limited to selected urban centres. Gender imbalance among respondents restricted comparative analysis. Some sectors and the *Welcome* axis had limited response rates. The evaluation covered five countries and did not include Moldova, L'Arche in Ukraine, or the Integration Fund. Potential interviewer bias and social desirability effects may have influenced qualitative responses. Predominantly

online survey deployment may have affected accessibility for some elderly participants. Despite these limitations, systematic triangulation across data sources strengthened the credibility and internal validity of findings.

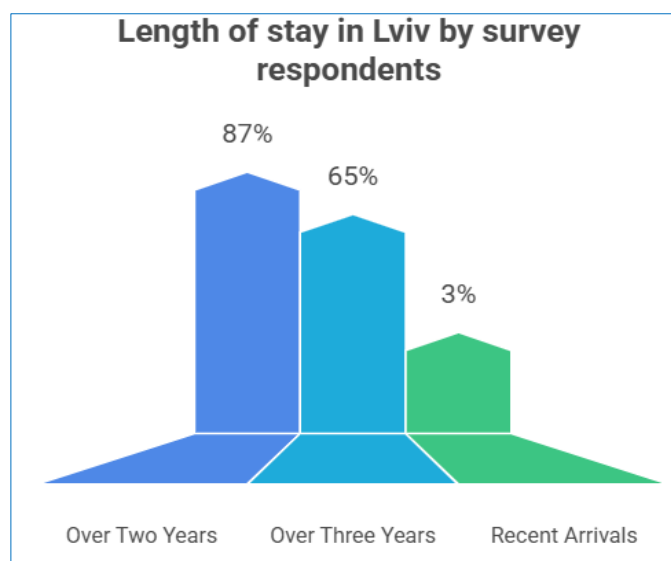
V. Evaluation Findings

a) JRS Ukraine - Ukraine

1. Demographics

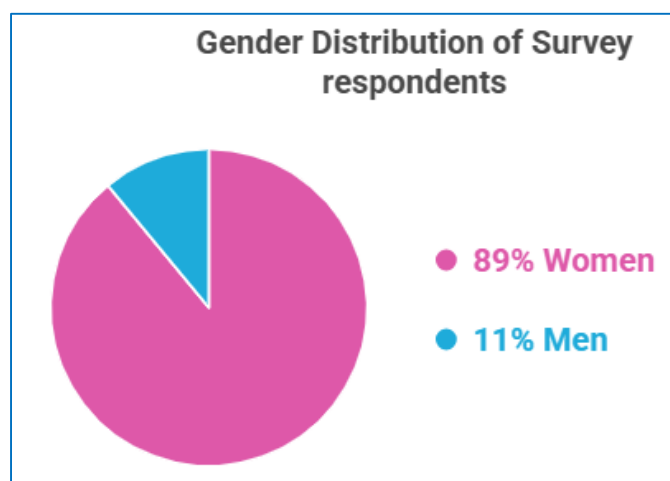
The survey collected responses from **219 individuals**. The sample is predominantly female, with **89% women (n=194)** and **11% men (n=25)**. The age profile of respondents is characterised by a high proportion of older individuals. One third of respondents is aged 60 or above (33%; n=72), followed by those aged 40–49 (25%; n=54) and 30–39 (21%; n=46). Respondents aged 50–59 account for 17% (n=37), while younger adults aged 18–29 represent a small proportion (5%; n=10).

Figure 2: Respondent Distribution by Length of Stay (Ukraine)



while an additional 22% arrived between two and three years ago (n=49). Smaller proportions arrived

Figure 1: Gender distribution in JRS Ukraine survey



The vast majority of respondents identify as Ukrainian nationals (98%; n=214). A small proportion reported other nationalities (2%; n=5), including Russian (n=4) and Greek (n=1). **In terms of oblast of origin within Ukraine, respondents most frequently originate from Donetsk (34%; n=74), followed by Zaporizhzhia (16%; n=34), Kharkiv (12%; n=27) and Luhansk (11%; n=23).** Smaller proportions reported Lviv Oblast⁵ (8%; n=17) and Kherson (8%; n=17).⁶

Regarding length of displacement, **87% of respondents have been displaced for more than two years (n=192).** 65% of respondents arrived in their current city more than three years ago (n=143),

⁵ Presumably locals

⁶ Other oblasts include Kyiv (4%; n=9), Dnipropetrovsk (4%; n=8), Mykolaiv (2%; n=4), Chernihiv (1%; n=2), and several others each representing less than 1% of the sample.

between 18 months and two years ago (4%; n=9), one year to 18 months ago (3%; n=7), or six months to one year ago (2%; n=5), one to six months ago (3%; n=6). Respondents are primarily located in Lviv city (59%; n=130) and Lviv Oblast (38%; n=83), with a small proportion reporting other locations (3%; n=6), mainly in Kyiv or Kyiv Oblast.

Qualitative data collection involved 58 participants, with a strong predominance of women (55 women and 3 men). This included focus group discussions (FGD) with beneficiaries (n=36), in-depth interviews with beneficiaries (n=2), FGDs and KIIs with JRS staff (n=14), one interview with Jesuit staff (n=1), and interviews with external stakeholders and authorities (n=5).

2. Impact and results of change

For more contextualized reading, please consult JRS Ukraine Theory of Change in Annexes.

A. Welcome

Overarching Evaluation question: To what extent did the Welcome support (short-term shelter and emergency relief) provide safety, dignity, stability and overall well-being during moments of crisis, and how did it influence beneficiaries' capacity to cope with the situation of displacement?

Early response from JRS Ukraine and the Society of Jesus in Ukraine

When the war began in February 2022, Jesuits in Ukraine mobilised immediately to support people fleeing violence. The Society of Jesus in Ukraine is part of the Southern Poland Province and is present in Lviv, Kyiv, Khmelnytskyi and Chernivtsi. At that time, JRS Ukraine was not yet formally constituted as a structured organisation, but a Jesuit-run shelter had already been operating in Lviv since 2008, providing support to refugees from Afghanistan, other contexts. **This pre-existing shelter infrastructure became the backbone of the early response.**

In the first months of the war, assistance was highly informal, improvised, and driven by moral urgency rather than institutional planning. There were no established programmes, professional protocols, or clear organisational structures. Decision-making was immediate and personal, shaped by the ethical conviction that support could not wait for authorisations, mandates, or funding certainty.

"We did not wait for any mandate. It was evident that we should help our people. At the province level we agreed to support with the possible means. It was not structured. It was a very confusing time, because we didn't know if we would survive next month." Ukrainian Jesuit Informant

The Jesuit presence itself, with open doors, hot meals, and a place to stay, became the main source of stability at a time when there was no way to plan and everything was uncertain. **The move toward a more structured and professional humanitarian response only began in July 2022, when the One Proposal work framework was introduced.** This marked a shift from spontaneous emergency help to organised programming, staffing, and coordination. While this professionalisation was needed to keep going at scale,

the personal, dignity-based spirit of the early response remained central to how JRS Ukraine welcomed people.

Two shelters, one in Lviv and another in Briukhovychi, became the centre of this response. Though small in scale (25–30 beds each), these spaces provided critical shelter, rest, and grounding during the chaotic first phase.

Outcome A.1 IDPs understand where and how to access available support and services

Evaluation indicator A.1.1 Evidence that support received from JRS contributed to IDPs knowing where to access essential services during initial displacement

When doors opened: Olena's story of finding a safety reference point in JRS to move forward

The night Olena left Zaporizhzhia, she didn't pack a bag. She grabbed documents, locked the door, and prayed she would see her home again. Missiles had been falling closer every day. One struck a nearby building. A neighbour was killed. The windows in her apartment shattered. Still, she stayed. *"Maybe it will end soon,"* she kept telling herself. It didn't.

They drove without a plan, only following the flow of people moving west. Cars, buses, families on foot. No destination. No certainty. Just escape. **When Olena arrived in Lviv, chaos was everywhere.** The train station was full. People cried, argued, waited... She didn't know where to go or who to ask. *"We didn't know what to do. We didn't know where to go"* she later recalled.

Then someone approached her. A volunteer. She didn't promise solutions. She didn't ask questions. She simply said: "I can help you." That was how Olena arrived at the JRS shelter. From the first moment, everything changed. *"They met us. They showed us where we would live. They gave us the necessary things. They fed us."* There was food. A clean room. A place to sleep. Hygiene items. Warmth. Quiet.

For the first time in weeks, her body stopped shaking. But it wasn't only the material help. What stayed with Olena was how she was treated. *"They were very hospitable. If we needed something, they helped."* Staff didn't rush her. They listened. They explained where to go, how things worked, what would happen next. There were no deadlines, no pressure.

At night, people talked. Shared stories. Cried together. Laughed sometimes, too. *"When you talk to a person who is going through the same, it's like a therapeutic session. It helps just to be heard."* She stayed for three months. When it was time to leave, to reunite with her daughter in Poland, she cried. Leaving the shelter felt like leaving a home.

JRS had not only offered safety. It had restored something fragile but essential: dignity. That night in Lviv did not end the war for Olena. It did not solve everything that came after. But it gave her what she needed most at the beginning, a place where fear paused, where someone opened the door and said: You are Welcome here.

JRS is most often accessed through indirect and informal channels rather than through structured orientation systems. Survey data show that 30% of respondents (n=65) first heard about JRS through volunteers or employees of other organisations, followed by referrals from acquaintances (21%; n=46) and government agencies (21%; n=46). Civil society referrals account for 18% (n=39). Direct visibility or approach via JRS events or social media played a smaller role (16%; n=35).

This referral-based access model is confirmed qualitatively. In both the Briukhovychi and Antonovycha shelters, participants described learning about JRS through personal networks, religious institutions, volunteers, or Facebook posts, rather than structured mechanisms. Despite the informality, the clarity and speed of the response were decisive in reducing confusion at moments of acute vulnerability:

Survey data shows that **88% of respondents supported after arrival reported that JRS helped them understand where to access basic services after arrival** (25% strongly agree; 63% agree).

Local authorities described JRS as a reliable and trusted organisation that stays closely connected with them to make sure displaced people receive the right kind of help. This ongoing coordination allowed both sides to share information, avoid duplication of efforts, and ensure that support reached those most in need. Authorities highlighted how JRS didn't work in isolation, but constantly checked in to align with local needs and priorities. By working together, they were able to identify urgent situations, respond more quickly, and adapt to changing conditions on the ground. Even without a formal visibility system, this approach helped JRS play a key role in guiding displaced families toward available support.

"We assessed the needs of our IDPs together with them. They normally approached us if we have a need."
Deputy Mayor of Morshyn (City in Lviv Region)

Outcome A.2 IDPS feel their most urgent needs are met upon arrival and/or for transit (food, NFIs and transport)

Evaluation indicator A.2.1 IDPs report that JRS played a key role in covering their urgent needs (shelter, food, hygiene materials) during the first weeks/months

Under the *Welcome* section, JRS Ukraine has provided emergency relief and short term accommodation to thousands of IDPs in the Lviv area. According to JRS reports, in 2022, JRS supported 673 individuals, offering short term accommodation, food parcels, safe transport to the border, and guidance on available services. In 2023, this assistance scaled significantly, reaching 4,021 people, with expanded modalities including food, hygiene kits, transport, NFIs, and voucher distribution for IDPs living outside JRS shelters. By 2024, the number of people supported through these *Welcome* services rose to 4,538, reflecting both the sustained need and the growing capacity of JRS Ukraine to deliver dignified and stabilising assistance. For many displaced families, this early support represented the foundation upon which they began rebuilding their lives

Across diverse settings, beneficiaries consistently report that the support provided by JRS addressed their most pressing needs during the initial phase of displacement. Testimonies from multiple focus groups and interviews confirm that access to shelter, food, hygiene products, and basic orientation was not only timely, but delivered in a way that conveyed care, structure, and respect.

Outcome A.3 IDPs experience a dignified and stable initial-urgent accommodation process during their arrival phase

Evaluation Indicator A3.1 IDPs report that short-term accommodation support from JRS contributed to stability and helped prevent homelessness during the early stages of displacement

During the initial phase of the war, accommodation was deliberately offered without predefined time limits. This approach prioritised emotional safety and recovery over planning or conditionality. Beneficiaries describe this absence of deadlines as crucial in reducing anxiety during the first days and weeks after arrival, particularly for those arriving after exhausting journeys or multiple displacements. This open-ended hospitality was especially appropriate in a context where many people were in transit, uncertain whether they would remain in Lviv, return closer to their homes, or move abroad. The shelter operated as a place of pause rather than control, offering stability without pressure.

“The first year of the war, it was an emergency. And we tried to give shelter to as many people as possible. It was to give them rest, give them food, give them sleep, and say goodbye.” Jesuit informant

As displacement became increasingly protracted, JRS progressively adapted its shelter model. The introduction of time-limited stays, generally structured in three-month periods with the possibility of renewal, responded to new realities: sustained demand, limited capacity, and **the need to encourage longer-term planning and autonomy. While this shift introduced some pressure to residents, it also provided clarity and predictability for them.**

Across focus groups and interviews, beneficiaries consistently described the shelter environment as clean, calm, and respectful, contrasting it positively with previous accommodation such as hostels or overcrowded temporary housing.

“We were accepted as a family. They treated us warmly. They were very hospitable to us. They ask us every day, how we are.” Ukrainian IDP

Outcome A.4 IDPs feel less disoriented and more emotionally settled upon arrival

Evaluation indicator A.4.1 IDPs report that JRS played a meaningful role in helping them navigate the challenges during the early phase of arrival

Figure 3: Respondents' feedback on JRS treatment



Both quantitative and qualitative findings indicate that JRS Ukraine played a significant role in reducing disorientation and supporting emotional stabilisation during the initial phase of displacement. Support was perceived as meaningful not only because of the services provided, but because of the manner in which they were delivered: through presence, guidance, and sustained human interaction.

Survey data shows that **100% of respondents (n=14)** reported that JRS support helped them navigate and cope with their situation during the first weeks or

months after arrival (93% “yes, it really helped”; 7% “helped somewhat”). In parallel, **86% of respondents (n=187)** indicated that JRS helped them feel welcomed (29% definitely; 57% to some extent).

Open-ended survey responses highlight that this sense of orientation and emotional settlement was influenced by a combination of factors: clear communication, access to information, Ukrainian language classes, group activities with psychologists, and, most prominently, the friendly and attentive attitude of staff. Words such as kindness, trust, support, compassion, acceptance, and attention recur consistently, suggesting that emotional reassurance was closely linked to relational quality rather than to any single intervention.

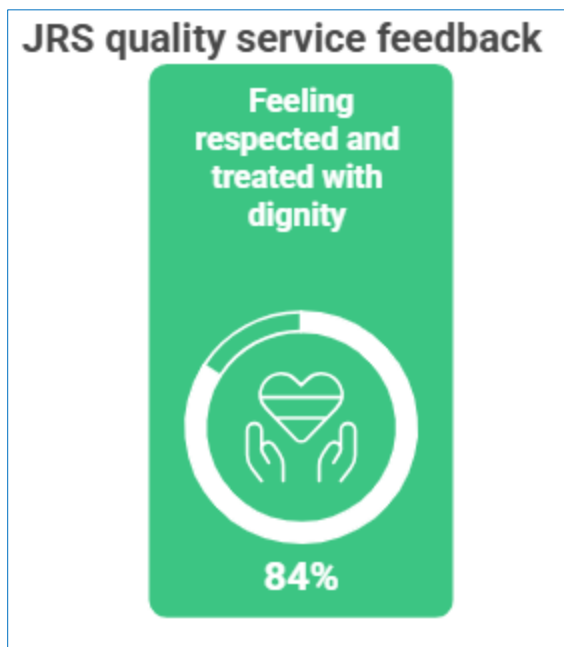
“JRS became like a rescue straw. Finally, we found somewhere where it wasn’t bombing. We found some help. We even wanted to cry. They helped in everything. Where to go to get services, how to get there.”
Ukrainian IDP

The shelter offered not only physical safety, but also emotional reassurance through continuity of care, daily interaction, and a sense of being accompanied rather than abandoned. Over time, this contributed to reduced disorientation and a gradual sense of stability.

Outcome A.5 IDPs perceive the reception process as respectful and humanising

Evaluation indicator A.5.1 At least 90% of IDPs affirm that their interaction with JRS staff and volunteers made them feel respected and treated with dignity

Figure 4: Beneficiaries feedback on JRS quality service



Overall, both quantitative and qualitative evidence indicate that JRS Ukraine's reception approach was experienced as respectful, humanising, and relational. **Survey results show that 84% of respondents (n=184) reported feeling respected and treated with dignity through their interaction with JRS staff and volunteers.** In parallel, 84% (n=184) stated that they felt respected and treated with dignity while no respondents (0%; n=0) reported feeling judged or discriminated against.

At the same time, only 13% of respondents (n=28) felt that their thoughts and wishes were taken into account. This suggests that while interpersonal respect and dignity were strongly present, opportunities for meaningful participation in programme design or decision-making were more limited, particularly during the *Welcome* phase.

"It felt like we came to heaven. I was astonished by the atmosphere of this house... it was flourishing with love." Ukrainian IDP

Testimonies illustrate that JRS Ukraine's *Welcome* response was experienced as profoundly humanising. Dignity was conveyed not only through what was provided, but through how people were received: with kindness, attention, and recognition as individuals rather than cases.

Factors for success, what could be strengthened and sustainability analysis - Welcome

Key factors for success

- **Pre-existing shelter infrastructure and refugee experience**, which enabled rapid mobilisation despite the absence of formal structures at the outset.
- **Clear moral leadership and willingness to act without guarantees**, rooted in Jesuit values and a strong sense of responsibility toward displaced populations.
- **Strong Jesuit and faith-based networks**, facilitating access to additional shelters, volunteers, and complementary support through other religious actors.
- **Holistic service delivery at arrival**, combining shelter, food, medical, legal, psychosocial, and educational support in a single setting, reducing fragmentation and stress for beneficiaries.
- **Immediate and dignified fulfillment of basic needs**, including shelter, food, hygiene, and rest, which addressed both material deprivation and emotional distress during the first phase of displacement.
- **Strong relational and human-centred approach**, characterised by staff presence, attentiveness, and continuity, which helped restore trust, reduce fear, and support emotional grounding upon arrival.
- **High flexibility in the initial emergency phase**, including open-ended accommodation without predefined exit timelines, which reduced anxiety and allowed displaced persons to recover before making

decisions.

What could be strengthened

- **Stronger continuity of legal and administrative information** beyond Ukraine, particularly for IDPs moving onward, to reduce uncertainty after leaving JRS support. Giving the presence of JRS in other cities where beneficiaries were traveling outside Ukraine
- **Earlier articulation of transition pathways** from emergency shelter to autonomy, once displacement became protracted, to support planning and prevent prolonged dependency while preserving dignity.
- **Earlier setting and clarification of the temporary nature of accommodation**, introduced once immediate safety was secured, balancing initial tranquility with longer-term self-reliance.
- **More systematic referral and handover mechanisms**, linking beneficiaries to relevant actors or services after the *Welcome* phase, especially across borders.
- **Earlier investment in humanitarian training and operational systems**, once the scale of the response increased.
- **Earlier investment in staff care and psychosocial support**, recognising that staff were themselves operating under harsh living conditions, prolonged stress, and exposure to traumatic narratives during the early response.

Sustainability considerations

- Continued presence in Lviv is realistic and impactful. At the same time, JRS's mission of accompanying those facing the most acute needs naturally invites **consideration of expansion toward eastern regions**, closer to the front line; however, such a shift would require substantially different resources, risk management frameworks, and operational models.
- **Relational, hospitality-based approaches maximise depth of impact but are inherently resource-intensive** and therefore reach a more limited number of people. As crises become protracted, this requires intentional reflection on how to preserve relational quality while adapting to more structured and scalable delivery models.
- **Emotional and psychosocial stabilisation achieved** during arrival requires follow-up systems, which extend beyond the scope and mandate of early *Welcome* interventions.
- **Sustaining staff well-being is critical**, as emotionally intensive *Welcome* work cannot be maintained indefinitely without role evolution and organisational adaptation.

B. Protection

Overarching Evaluation question: How has support under Protection (housing, food, psychosocial support, legal assistance) impacted people's security, mental health, access to rights, and reduction of vulnerabilities?

Since the onset of the war in 2022, JRS Ukraine's *Protection* response has focused on ensuring physical safety, dignity, and emotional stability for internally displaced persons (IDPs facing prolonged insecurity. Initially centred on emergency shelter and basic assistance, the *Protection* portfolio progressively evolved into a more structured, multi-dimensional system combining long-term accommodation, basic needs support,

legal and medical accompaniment, and psychosocial care. Across the three years, protection actions were implemented mostly around two shelters in Lviv and Briukhovychi, complemented by outreach to IDPs outside the shelters through vouchers, NFIs, legal advice, health referrals, and MHPSS activities. As displacement became protracted, the Protection response shifted from purely emergency coverage toward sustained accompaniment, prioritising stability, and continuity of care for families with children, elderly persons, and individuals with specific needs, while adapting to capacity constraints and ongoing security risks.

A home, a school, a childhood: Olha's long road to safety

When the explosion hit near Olha's home in Kharkiv, it was the sound of her children crying that finally pushed her to leave. Three small boys. A cracked wall. A night filled with fear. *"I didn't want to leave at all".* But when the windows shattered and the children ran to hide behind a brick wall, she knew staying was no longer an option.

Their escape was crowded, cold, and terrifying. The evacuation train was so full that lights were turned off to avoid detection. Children sat on the floor. People prayed the train would arrive.

When they reached Lviv, it was snowing. The children were wet and exhausted. Volunteers offered hot food and diapers at the station. Olha cried with her youngest son, unsure if leaving had been a mistake. What followed was not one shelter, but many.

Two days became two years. One monastery closed. Another project ended. Each time, uncertainty returned. Then a nun recommended JRS. That was how Olha reached JRS. *"JRS gave me a home. We were accepted as a family, like family members."*

At JRS, support went far beyond a roof. Olha's children returned to school in person, attended kindergarten, joined supplementary classes, and received psychological support. Her eldest son, who had lived with anxiety even before the war, began individual sessions to work through his fears. Slowly, the changes became visible. He made friends. *"Before, he was hiding behind my back. Now he is more confident."* JRS did not offer a single service, but a system of care, shelter, education, psychosocial support, and stability, allowing one family not only to survive displacement, but to begin healing together.

In the JRS shelter, the boys run, learn, draw, laugh. They talk about classmates. About friends. About kindergarten and school, not about explosions.

Olha knows Lviv is not free from danger, but it is safe enough to begin living again. After years of fear, displacement, and constant movement, **JRS gave her something rare in war: stability.** A place to call home and the chance for her children to grow up safe.

Outcome B.1 People regain a sense of physical safety and personal security in their daily lives

Evaluation Indicator B1.1: Beneficiaries describe a sustained sense of personal safety and protection thanks to the support received from JRS

Participants strongly challenge the assumption that relocation to western Ukraine equates to safety. Many describe continuity of fear, exposure to violence, and retraumatisation, including direct exposure to missile strikes after displacement.

A large majority of respondents report improved feelings of safety linked to JRS support, **with 86% indicating that JRS helped them feel safer or more protected** (n=187) (21% definitely; 65% to some extent). Only 14% reported no impact (n=32), reflecting the broader reality that displacement within Ukraine does not eliminate exposure to risk.

Beneficiaries mentioned that what helped them the most to feel safer was the trust built on JRS, the psychological support, the continuous accompaniment and the legal support.

“Except for JRS, no one has been helping IDPs for a long time. We trust JRS and in this difficult period of time we feel not alone thanks to them ” Ukrainian IDP

Evaluation indicator B.1.1 At least 80 % of beneficiaries who report feeling physically safe and personally secure in their daily lives as a result of housing support received from JRS

Two shelters, one in Lviv and another in Briukhovychi (rented from the Sisters of St. Anne), **became the centre of JRS Ukraine response**. Though small in scale (25–30 beds each), these spaces provided a holistic protection ensuring a home and stability.

Among shelter residents specifically, perceived physical safety is particularly high and **96% of them reported feeling physically safe in the shelter (n=22; 83% definitely; 13% partly)**, with only few reporting not feeling safe but mainly due to continued shelling and air alerts. This confirms that, while absolute safety cannot be guaranteed in a war context, housing support significantly reduces exposure to immediate physical risk.

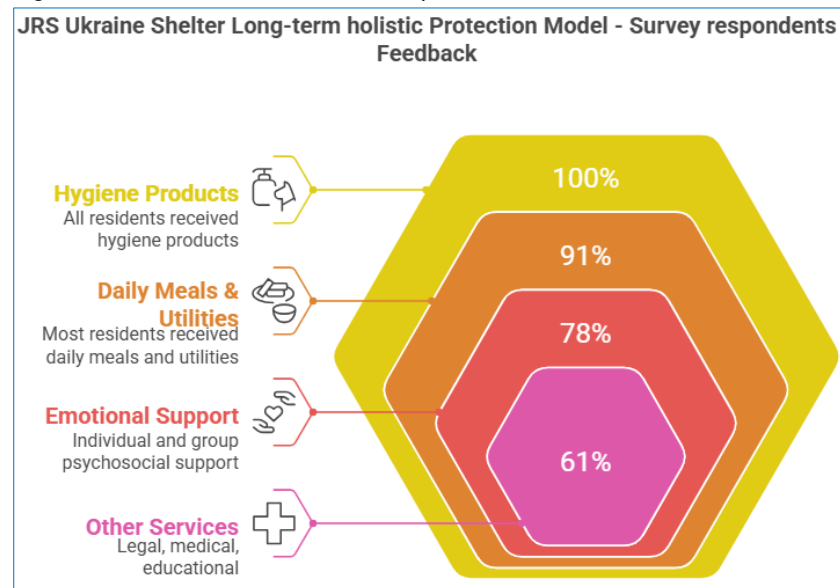
“When we lived on Antonovycha street (JRS shelter in Lviv) with my family, a Russian missile hit the nearest building and killed a lot of people.” Ukrainian IDP

Qualitative evidence reinforces this finding. Participants repeatedly describe the shelter as a place where fear of immediate violence is reduced, particularly in contrast to frontline or heavily shelled areas. Safety is not framed abstractly, but as the absence of constant threat, the ability to sleep, and protection for children and elderly family members.

Evaluation indicator B.1.3 Beneficiaries describing how JRS housing support helped them feel safer and more stable in their daily lives

Shelter residents overwhelmingly rate living conditions positively, with 83% describing them as very good and explicitly safe (n=19), and the remaining respondents reporting acceptable or generally good conditions (n=4). **No respondents reported unsafe or inadequate living conditions.**

Figure 5: Beneficiaries feedback on impact of JRS holistic shelter model



Beyond physical shelter, housing support is described as holistic protection, combining accommodation with food, hygiene, heating, electricity, psychosocial support, and access to other services. All shelter residents report receiving hygiene products (100%; n=23), while most received daily meals and basic utilities (91%; n=21). 61% reported being provided assistance in other services (legal, medical, educational) and social activities or support in the community. Emotional support or counselling was accessed by 78% (n=18), indicating strong integration between housing and

psychosocial care.

Perceptions of dignity and emotional support within the shelter are consistently high. **87% of residents reported feeling welcomed and respected by JRS staff and volunteers** (n=20) (52% completely agree; 35% agree), and **83% felt accompanied and emotionally supported during their stay** (n=19) [52% completely agree; 30% agree]. Similarly, 74% reported that living in the shelter gave them a sense of dignity and safety (n=17).

Evaluation indicator B.1.4: % of beneficiaries who were able to transit to an independent life thanks to JRS shelter support

Quantitative findings indicate that transition to independent living remains heavily constrained by structural factors. **Only 8% of shelter residents reported plans to leave the shelter within the next six months, while 92% expressed uncertainty or an intention to remain longer**, primarily due to lack of stable income, unaffordable housing, and unresolved health or family-related issues. This suggests that, in the current context, shelter support functions primarily as a protective buffer against homelessness and secondary displacement, rather than as a short-term bridge to rapid independence.

“Every 3 months we have a talk with residents to identify whether they are capable of leaving the shelter, but our shelter work is a long-term project. As a result, almost none of them moved abroad. Around 50 people who lived in the shelters out of a total of 140 remained in Ukraine and began autonomous lives thanks to JRS” JRS Ukraine Management Staff

Qualitative evidence provides important nuance to this finding. Beneficiaries consistently describe how access to stable accommodation reduced constant movement, allowed daily routines to be re-established, enabled children's school enrolment, and created the conditions necessary to begin planning next steps. In this sense, shelter support contributed to foundational stability, even when immediate exit was not feasible. **However, pathways to independence remain uneven and highly contingent on individual circumstances and external structural conditions, and are not determined by shelter-based support alone. While the holistic approach within the shelter created a critical platform for recovery, the absence of more structured and proactive livelihoods-oriented support (such as job search assistance or career guidance) limited the extent to which this stability could be translated into sustained autonomous living for a larger share of residents.**

Outcome B.2 People have their basic needs met

Evaluation indicator B.2.1 75 % of beneficiaries who report that JRS support (voucher, food, hygiene, transport or financial assistance) helped them meet their basic daily needs (food, hygiene, transport, etc.) during the support period

Across all beneficiaries, **73% (n=120) report that JRS support substantially covered their basic needs** (20% almost everything; 53% a lot but not all), while 27% report limited or insufficient coverage (n=43). This reflects both the relevance of assistance and the broader economic pressures faced by IDPs, particularly high housing costs.

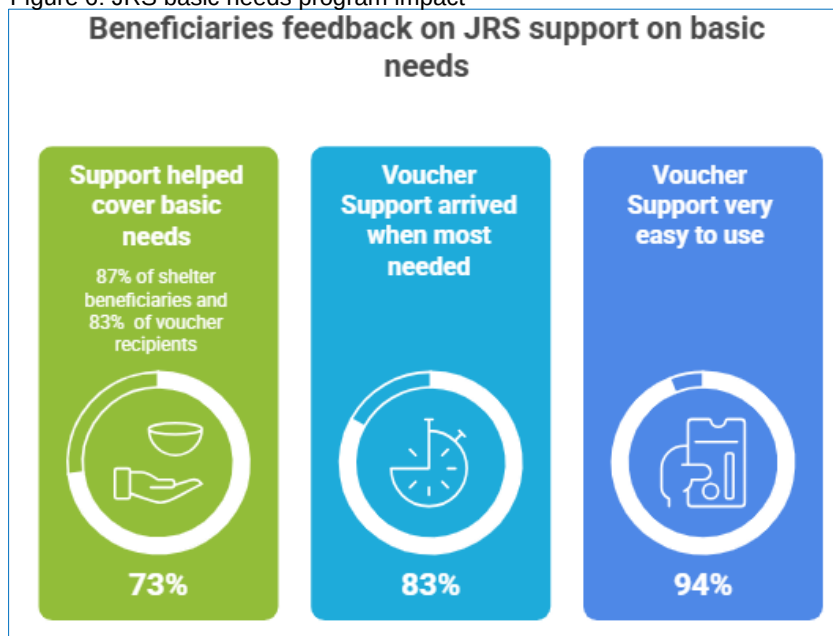
Disaggregation shows significantly stronger effects for specific modalities. **87% (n=13) of shelter beneficiaries and 83% (n=41) of voucher recipients report substantial coverage.**

Despite this, only 38% (n=82) of respondents feel that their basic needs are currently met in Ukraine overall, highlighting that humanitarian assistance mitigates, but does not resolve, structural deprivation, especially related to rent, medical costs, and income insecurity. Qualitative information consistently identifies housing costs as the primary unmet need, followed by food, hygiene, medical expenses, and security.

"I do not have a house on my own, as I used to. Rent drains all the money, I am refused to get subsidized medicines. I have a really limited capacity to meet basic needs, such as food, clothing, treatment..."
Ukrainian IDP

Evaluation indicator B.2.2 Beneficiaries describe how JRS support (voucher, financial, transport, charity shop, meals) contributed to covering basic needs, reducing stress, or improving family well-being

Figure 6: JRS basic needs program impact



Access to JRS support is described as highly effective operationally, with **94% (n=46) of voucher recipients reporting that access was very easy, and 83% (n=135) stating support arrived when it was most needed.** Support contributed to preventing negative coping strategies, including avoiding inability to buy hygiene products (25%; n=42); reducing borrowing or debt (23%; n=38); and reducing skipped meals (14%; n=25). These effects are stronger among shelter residents, particularly in buying hygiene products (32%), preventing skipped meals (27%) and debt (27%), underscoring the protective multiplier effect of housing-based assistance. **Qualitative evidence**

consistently frames JRS support as essential for survival during periods when beneficiaries had little or no belongings or income.

"We arrived with nothing. With the vouchers, we could go to any supermarket and choose what our family actually needed. It was simple...Without this help, we simply would not have survived" Ukrainian IDP

Quantitative data indicate a clear preference for more flexible cash-based modalities among a substantial proportion of beneficiaries. While 44% of respondents reported that the existing support modality suited them (n=71), 56% indicated a preference for receiving support in a different way (n=90). Among those expressing a preference for change, **cash-based assistance was the most frequently cited option (68%; n=59), followed by vouchers (51%; n=44).** Requests for alternative forms of support, such as housing-related assistance, clothing, or medicine, were marginal (5%; n=4).

Coordination with local authorities and coordination centres emerged as a key strength of the JRS response. Local authorities consistently describe JRS as a reliable, structured, and responsive partner, characterised by timely communication, fair procedures, and proactive engagement. Rather than operating in parallel, **JRS worked closely with municipal administrations and coordination centres to jointly assess the needs of internally displaced persons, adapt support accordingly, and avoid duplication.**

"JRS worked with us to assess the needs of IDPs. When most organisations stopped covering basic needs, JRS continued, especially through food vouchers, which allowed people, particularly the elderly, to choose what they actually needed. In a context where pensions are not enough and Lviv is still being shelled, this support has been essential." Deputy Mayor of a city in Lviv Region

Authorities emphasise that this collaborative approach enhanced both the relevance and effectiveness of assistance, particularly in addressing food insecurity through vouchers, an area where JRS is identified as one of the few remaining humanitarian actors still providing tangible basic needs support as the overall aid presence has declined. **This role is especially critical for elderly IDPs and other vulnerable groups with limited income and insufficient pensions.** At the same time, authorities underline that needs continue to exceed available support, notably in medical assistance for persons with disabilities, highlighting both the importance of JRS's continued presence in Lviv and the structural gaps that remain beyond the organisation's current scope.

Outcome B.3 IDPs regain emotional stability through reduced psychological distress

JRS Ukraine delivers psychosocial support through a system designed to respond to the prolonged and evolving mental health needs of displaced children and families living under conditions of ongoing insecurity. **The approach combines school-based, shelter-based, and community-based interventions to ensure continuity of care across both children and adults' daily environments.**

Psychosocial support prioritises early adjustment, emotional regulation, and social integration, using inclusive, non-segregated (IDPs-locals) methodologies that avoid stigmatisation of displaced populations. **Individual counselling, group sessions, and art-based activities are combined to address both acute distress and longer-term emotional recovery, recognising that healing in a protracted conflict context is gradual and non-linear.** Continuous observation and sustained accompaniment allow staff to adapt support over time, while growing demand and limited capacity underline both the relevance and the fragility of the system.

"They share their fears. And then they paint... to transfer their feelings onto the sheet. We see the dynamics. We see the changes." JRS MHPSS staff

Evaluation indicator B.3.1 At least 70% of beneficiaries who report feeling more emotionally stable and less distressed since engaging with JRS services

We lived like waiting at the station on our suitcases: Ludmilla's Testimony on JRS support

"For a long time, we lived as if this was only temporary. Two months, three months... but we didn't realise it. We didn't unpack our bags, because unpacking meant admitting that this was no longer just a stop, but a new life. We lived like in a hotel, like at a station, waiting on our suitcases. The support didn't make things easy, but JRS helped us stand up, to tell ourselves that we should fight for our life, accept reality, and understand that we had to keep going, especially for our children."

Among survey respondents in 2025, very low levels of mental well-being (score of 5 or less)⁷ decreased to 17% (n=38), compared to 23% in the 2024 non- frequent-beneficiary reference group,

⁷ See WHO Mental Wellbeing Index construction in the Methodology section. Index consists of five questions that ask individuals to rate their well-being over the past 4 weeks. The responses are measured on a scale ranging from 0 (not present) to 5 (constantly present). The sum,

representing a 6-percentage-point reduction in extreme distress⁸. When very low and low well-being are considered together, the share decreased by 4 points, from 57% among 2024 non-beneficiaries to 53% among 2025 beneficiaries. Consequently, the proportion of respondents reporting medium levels of well-being (scores 13–19) increased to 33%, up from 27% in 2024, indicating a gradual shift away from the lowest well-being categories rather than a transition to high well-being. The average mental well-being score among beneficiaries also increased to 12, compared to 11⁹ in the 2024 comparison group.

Gender-disaggregated data for 2025 shows consistently lower well-being among women, with 53% of women reporting low well-being scores (≤ 12), compared to 44% of men. Age-based analysis highlights persistent vulnerability among older respondents: very low well-being rises steadily with age, reaching 24% among those aged 50–59 and 18% among those aged 60+. **This pattern confirms that age remains a key risk factor for sustained emotional distress, even in the presence of support.**

Qualitative feedback indicates that emotional distress is driven primarily by the ongoing war and pervasive uncertainty, including shelling, air raids, fear for personal and family safety, and the absence of a clear end to the conflict. Housing insecurity emerges as a second major stressor, with high rents, lack of permanent accommodation, and inability to return home repeatedly cited as sources of anxiety. These factors are compounded by family separation, health problems, financial strain, and prolonged displacement, creating a situation of chronic stress rather than temporary emotional difficulty.

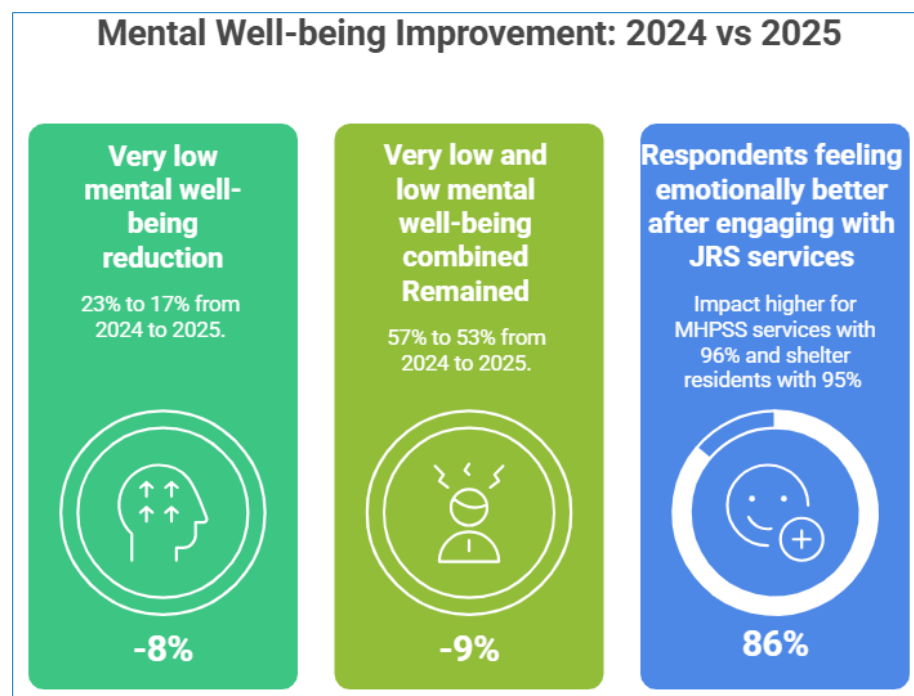
“I am afraid of silence... because after the silence there will definitely be shelling.” Ukrainian teacher recounting a student testimony in a school basement during an air-raid alert

ranging from 0 to 25, provides a numerical representation of an individual's mental well-being, with higher scores indicating better psychological well-being.

⁸ These differences should not be interpreted as direct causal effects, but they provide contextual evidence that beneficiaries engaged with JRS services report better emotional well-being outcomes than individuals facing similar displacement-related stressors without such support.

⁹ Range is from 0 to 25

Figure 7: Mental Well-being Improvement: 2024 vs 2025. JRS Ukraine



Overall, data suggests that JRS support contributed primarily to preventing further deterioration and supporting a transition from acute distress to more manageable emotional states. 86% of respondents report emotional relief linked to JRS support (n=175; 21% definitely; 65% to some extent). Among those receiving psychosocial support, this rises to 96% (n=44), and among shelter residents to 95% (n=21)¹⁰.

Beyond formal psychosocial support sessions, beneficiaries consistently report that a sense of **security and human connection**

were the most important factors supporting their emotional well-being. Feeling safe, knowing their children were protected, and having access to stable material assistance (food, hygiene items, vouchers) provided a foundational sense of calm and reassurance.

Equally significant was the **opportunity to communicate and connect with others**, through conversations with JRS staff, psychologists, peers, and participation in group activities and events. **Beneficiaries repeatedly emphasise the importance of being able to talk, feel listened to, and share experiences, describing these interactions as emotionally supportive in themselves.**

Support for children emerged as a particularly powerful driver of emotional relief, with parents noting that seeing their children safe, engaged, and emotionally supported directly improved their own well-being. **Overall, the findings highlight that emotional stability was fostered not only through structured PSS activities, but through a broader ecosystem of safety, care, social connection, and dignity embedded in JRS support.**

A place where my mind can rest: Halyna's story

When Halyna arrived in Lviv, she was already grieving. Her father was a soldier who had been killed on the frontline, and the war followed her everywhere, in her thoughts, her sleep, and the constant tension she carried inside. Her body was safe, but her mind was not. What she needed most was not advice, but a way to quiet her thoughts. *"I had depression. And that's when I started to come here."*

¹⁰ Many shelter residents received both shelter support and psychosocial support

Halyna joined the JRS psychosocial support sessions through art-based activities. At a table covered with paints and materials, she did not have to explain her pain in words. The psychologist did not push her to relive painful memories. Instead, she felt respected and supported at her own pace. She could work with her hands, focus on colours and textures, and let her thoughts slow down. *“It distracts from the outer world and calms me down. You forget about everything.”*

These were not simple art classes. The activities were guided by a psychologist and designed to help participants process emotions safely. Halyna felt that each task had a purpose. *“It is not just a painting. It is kind of a psychological task.”*

Over time, the sessions became a routine that helped her regain emotional balance. In the group, she met others who shared the experience of forced displacement and loss. **The change was gradual. The grief did not disappear, but it became more manageable.** Through the sessions, Halyna felt herself becoming more stable.

For Halyna, JRS did not try to fix the unfixable. Instead, through simple materials, quiet spaces, and professional care, it offered something essential: a way to breathe, to express pain without words, and to begin healing one session at a time.

Evaluation indicator B.3.3 At least 85% of beneficiaries who report feeling more emotionally stable and less distressed after participating in individual or group counselling supported by JRS Ukraine (Measures direct self-reported outcomes of MHPSS activities)

96% (n=44) of respondents receiving psychosocial support report emotional relief linked to JRS support. Overall, **75% of beneficiaries participating in individual or group counselling reported feeling more emotionally stable than before** (44% strongly agree; 31% agree; n=45). A clear time–response relationship emerges when results are disaggregated by frequency of participation. **Among beneficiaries who participated regularly for four months or more, 93% reported improved emotional stability** (43% strongly agree; 50% agree), with no reports of disagreement, indicating a strong association between sustained engagement and positive emotional outcomes. In contrast, beneficiaries who participated only once reported substantially weaker results, with only 40% reporting improvement, and higher levels of neutrality or disagreement.

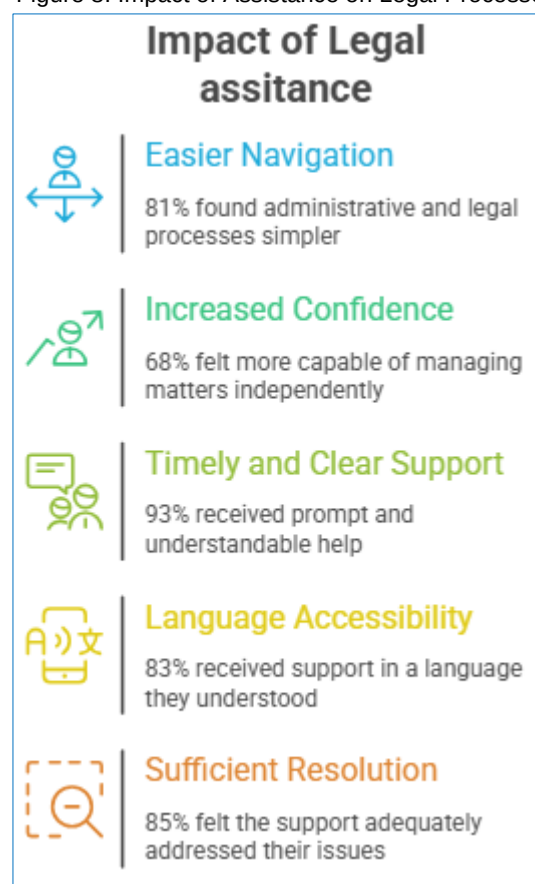
This pattern is consistent across related emotional well-being indicators. **In terms of reduced anxiety and stress, 84% of all participants reported improvement (27% strongly agree; 38% agree), rising to 100% among those engaged regularly for four months or more,** again with no reported disagreement. Similar trends are observed for feeling listened to, respected, and supported (69% overall; 93% among regular participants), being taught coping strategies (69% overall; 93% among regular participants), improved relationships with others (69% overall; higher agreement among regular participants), increased hope and motivation (76% overall), and improved ability to cope with fear (63% overall, increasing with frequency of participation).

Taken together, these findings indicate that MHPSS effectiveness is strongly linked to continuity and regularity of engagement, rather than one-off or sporadic participation. The data suggest that JRS MHPSS support does not primarily shift beneficiaries into high levels of well-being, but rather reduces acute distress and supports a gradual transition from instability to emotional regulation and coping, which is consistent with trauma-informed practice in protracted crisis settings.

Requests for improvement further reinforce this interpretation, as beneficiaries most frequently asked for continuation and increased frequency of psychosocial sessions, additional group activities, and sustained support over time, rather than changes in content or approach.

Outcome B.4 IDPs feel legally, medically and administratively supported in navigating their status and rights
Evaluation indicator B.4.1 At least 85% of beneficiaries who report that JRS effectively helped them understand and manage their legal/administrative situation in Ukraine

Figure 8: Impact of Assistance on Legal Processes - JRS Ukraine



Among those receiving legal/administrative support, **85% report that assistance was sufficient to fully (61%) or partially (24%) resolve their problem**, and 83% report receiving services in a language they understand¹¹. Timeliness (93%) and clarity (88%) are also rated highly. Support quality is reinforced by evidence of continuity and follow-up. A majority of beneficiaries (83%) reported that the assistance included follow-up support when needed. Beneficiaries also reported that the assistance substantially reduced procedural burden and stress. 81% stated that the support made the administrative or legal process easier.

According to the survey and JRS reports, support most frequently addressed interactions with state institutions, access to financial assistance, document renewal, access to services (medical, educational or housing) and registration of destroyed housing for compensation.

Importantly, beneficiaries report increased confidence in navigating administrative procedures independently, with 68% agreeing they now feel more capable (n=26). Legal support is described as practical and stress-reducing, particularly for elderly IDPs and families with limited digital or bureaucratic literacy.

However, qualitative evidence highlights structural legal barriers for IDPs from occupied territories, who are unable to prove loss or ownership, limiting access to compensation and durable solutions.

¹¹ While some beneficiaries whose mother tongue is Russian have indicated greater comfort using Russian, JRS Ukraine maintains Ukrainian as the sole language of service provision, stating legal compliance reasons and as a principled position in the context of the war.

Although JRS fills critical gaps, unmet medical needs, especially for elderly persons and people with disabilities and chronic illness, remain significant.

Factors for success, what could be strengthened and sustainability analysis - Protection

Key factors for success

- **Strong, trust-based collaboration** with local authorities, coordination centres and faith-based actors grounded in joint needs assessments and clear division of roles.
- **Coordination with local grassroots organisations** (e.g. Rokada, NEEKA, Right to Protection, Life's on Time, With Bakhmut in the Heart, YaMariupol, CrimeaSOS) strengthen JRS humanitarian and awareness raising efforts.
- **JRS was positioned as a reliable and responsive partner**, particularly as other humanitarian actors reduced basic needs support.
- **Effective coordination reduced duplication and ensured assistance** reached those at moments of acute vulnerability
- **Long-term shelter accompaniment provided residents with time to recover, stabilise, and make informed decisions**, rather than forcing premature exits. Individualised exit assessments replaced rigid timelines, recognising diverse capacities for autonomy. Clear communication that shelter was temporary but supportive, reducing anxiety and uncertainty. Physical safety, calm environments, and predictable routines enabled residents to exit survival mode.
- **Strong integration around the shelter** of housing, food, legal assistance, psychosocial support, education, and medical referrals, reducing fragmentation and increasing individual support
- **Humanised, dignified reception and daily relational care** fostered trust, emotional safety, and a sense of dignity.
- **Vouchers allowed adaptability to individual household needs**, preserving dignity and choice. Ease of use and timely delivery enhanced stress reduction and prevented negative coping strategies.
- **Safe, non-judgmental spaces enabling emotional expression without pressure or intrusive questioning**. Combination of individual and group formats, addressing both personal trauma and social isolation. Creative, embodied approaches (art-based, tactile activities) supported emotional regulation without forced verbalisation. Trust-based facilitation by trained psychologists strengthened engagement and continuity.

What could be strengthened

- While the shelter model provided strong holistic protection, **pathways to autonomous living were not sufficiently proactive or systematic**. A clearer livelihood strategy is needed, including: Job search support and career guidance; Linkages to income-generation opportunities; Exploration of micro-credits or transitional livelihood schemes. Autonomy occurred organically for some, but without a structured framework to support wider transition.
- The shelter programme relied largely on **reactive, case-by-case identification of residents, lacking a systematic vulnerability assessment that could proactively identify the most vulnerable** IDPs and clearly differentiate between those with potential for autonomous living and those requiring longer-term protection and support.

- **Strong protection during shelter stays contrasts with limited structured follow-up after exit**, particularly for families facing ongoing instability. Transition out of shelter remains emotionally and practically challenging, especially in the absence of affordable housing and income.
- **Emergency assistance was critical but insufficient for long-term needs** in a protracted displacement context. While Shelter support was long term, basic needs support prioritised less support for more people. Persistent gaps include: Rent and utility costs; Medicines and chronic health care; Support for elderly IDPs with low pensions; Ready-to-eat food for individuals with low energy or health constraints. Beneficiaries could benefit from a deeper impact with a long support scheme towards autonomy when feasible.
- **Psychosocial services were perceived as more accessible for children than adults**. Adults' emotional needs, particularly caregivers and elderly residents, require more targeted attention. Expanded modalities could strengthen impact, including: Body-based approaches (movement, yoga, fitness); Music or voice-based activities. Limited availability of specialised mental health professionals (e.g. psychotherapists) constrained referral options for severe cases.
- **Heavy reliance on referrals** reduced access for some highly vulnerable groups. Clearer, more proactive communication is needed on: Available services; Employment-related support; Legal pathways and next steps beyond shelter

Sustainability Considerations

- **Long-term income insecurity, high rental costs, disability, and low pensions significantly limit exit options**. For some groups, elderly people, persons with disabilities, full autonomy is not realistic, requiring alternative care or housing models. Risk of return to unsafe or occupied territories persists due to lack of viable alternatives.
- **Continued uncertainty about return**, resettlement, or long-term status undermines planning and recovery. Shelter reduces secondary displacement but requires sustained funding to maintain protection outcomes. Pressure for rapid turnover risks undermining psychosocial recovery.
- **Emotional recovery depends on regular, sustained engagement**, not short-term interventions. Demand for psychosocial support remains high in a prolonged war context. Staff well-being, supervision, and retention are critical for programme sustainability, particularly given harsh living and working conditions.
- Western Ukraine, including Lviv region, continues to experience shelling and displacement despite shifting donor attention. **Sustainability depends on continued humanitarian presence beyond frontline areas**, especially for non-mobile and elderly IDPs.
- **Community-level legal empowerment and administrative accompaniment show potential for longer-term impact**. Advance notice and respectful exit practices mitigate, but do not resolve, structural sustainability challenges. Strategic investment in livelihoods and differentiated protection models would significantly strengthen long-term outcomes.
- **Strengthening collaboration with public shelters** that currently lack specialised services could offer a way to remain operationally relevant while optimising resource use.

C. Promotion

Overarching Evaluation question: What has been the impact of Promotion actions (education, training, resilience activities) on the development of skills, empowerment, and future prospects (including access to livelihoods)?

Promotion activities implemented by JRS Ukraine evolved progressively in response to protracted displacement and a growing understanding that educational continuity, language acquisition, and psychosocial stability are closely interconnected.

In 2022, *Promotion* actions primarily aimed to ensure continuity of learning under emergency conditions. Children in need were provided with tablets and internet access to participate in online schooling, and shared learning spaces were organised within shelters. A total of 25 children were supported during this phase, addressing immediate access barriers but without yet forming a structured education or resilience programme.

In 2023, activities expanded to include university scholarships, English language courses, and Ukrainian conversation clubs for children and adults living in JRS shelters. This marked a gradual shift from emergency continuity toward skill-building and adaptation, although interventions remained limited in scale and largely shelter-based.

A more substantial shift occurred in 2024, when JRS Ukraine significantly strengthened its *Promotion* educational component. Educational and psychosocial efforts were intensified through investments in school infrastructure, expanded educational support to children, structured language programmes, and closer integration between education and psychosocial support. This development was further reinforced by the launch of the Caritas-funded project (May 2024–June 2025), which enhanced the scope, coherence, and intensity of *Promotion* actions.

In response to ongoing air-raid alerts, JRS supported five schools and one kindergarten by equipping bomb shelters with desks, chairs, and beds, enabling education and rest to continue during prolonged alerts. Additional support included the distribution of 80 fully equipped school backpacks to vulnerable internally displaced children, as well as active assistance by social workers to facilitate school enrolment and integration into local education systems. This included addressing complex administrative and language barriers, such as in the case of a child born to refugee parents from Tajikistan who lacked documentation and Ukrainian language proficiency.

English language classes were also provided twice weekly to children residing in JRS shelters. Beyond remedial support, these classes enabled educational progression, including cases where children accessed further opportunities such as scholarships for advanced language study. Overall, more than 100 internally displaced children benefited from JRS education-related *Promotion* activities in 2024

Outcome C.1 IDPs children improve their academic engagement, adaptation, and educational continuity

Evaluation indicator C.1.1: % of caregivers who agree that JRS support helped their child feel more integrated at school

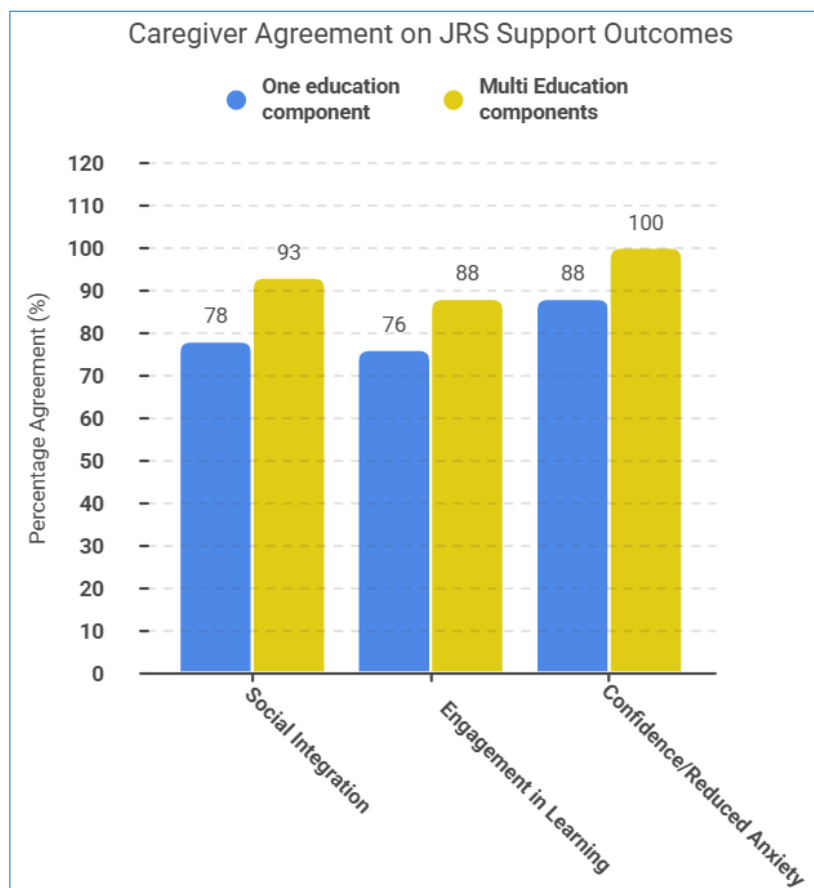
It is important to highlight that children were rarely supported by JRS through a single intervention. Most caregivers reported that their children accessed multiple, complementary services, including creative workshops (69%; n=20), school supplies (52%; n=15), language classes (English and Ukrainian), learning spaces, school visits, and psychological support. Only 36% of children (n=9) received a single type of support.

When considering the overall education support package:

- **78% of caregivers agreed that JRS activities helped their child integrate better socially in school.**
- **76% agreed that JRS support increased their child's engagement in learning.**
- **88% of caregivers reported that their child felt more confident, or less anxious after receiving support (n=22).**

Disaggregated analysis shows that outcomes were substantially stronger among children receiving multi-component support (more than one service), with agreement levels reaching 88–100% across key integration-related indicators. **Among this group 93% reported improved social integration, 88% reported increased interest in learning, and 100% reported improved confidence.**

Figure 9: Impact of JRS Education Activities on children



Across focus groups, interviews, and school-based testimonies, caregivers, educators, and psychosocial staff consistently frame emotional regulation as a prerequisite for learning and school integration, **directly reinforcing the quantitative finding that integration outcomes are strongest when education and psychosocial support are combined.**

Evaluation indicator C.1.2: % of caregivers who report improvements in their child's English language skills

Among caregivers whose children participated in English language classes **88% of caregivers reported that their child's English skills improved (n=7), and the same proportion indicated increased confidence using English at school (n=7).** Qualitative data confirm that English language support plays a functional and compensatory role, particularly in contexts where families

cannot afford private tutoring and public schools cannot meet individual learning needs. English classes are also described as reducing inequality, filling a structural gap rather than duplicating school provision. **According to key informants this gap happens in both IDPs and locals, depending on the family circumstances.**

“Hiring a tutor... it’s too expensive for them.” School Director

Three quarters reported that the support helped their child integrate better at school, with **75% agreeing overall (50% strongly agree; 25% agree)** and 25% remaining neutral. Motivation effects were slightly more moderate, with 75% agreeing that lessons motivated their child to learn (n=6), suggesting that language support primarily facilitates functional integration rather than acting as a standalone motivational driver. **Reinforcing the interpretation that English classes primarily support functional integration and confidence, rather than acting as a standalone motivational intervention.**

Teachers’ role and quality were rated very positively, with **100% of respondents agreeing that teachers were supportive and professional (75% strongly agree; n=8)**. Demand for continuity was very strong, as **88% of caregivers strongly agreed that English support should continue (n=7)**.

Evaluation indicator C.1.3: % of caregivers who report that participation in Ukrainian language conversation clubs improved their child’s confidence, communication, and social integration in school and the host community

Findings from Ukrainian conversation clubs show a clear link between language acquisition, confidence, and integration. **All caregivers reported increased confidence in their child’s ability to communicate in Ukrainian (100% agree; 57% strongly agree; 43% agree)**. A large majority also agreed that participation helped their child integrate better into school or the community (86% agree; 57% strongly agree; 29% agree). **Teachers consistently identified language as the main barrier for IDP children, particularly for those whose primary language is Russian and who may have had limited prior exposure to academic Ukrainian, aligning with the quantitative finding that language support primarily facilitates functional integration.**

Activities were consistently rated as enjoyable and relevant (100% agree ;57% strongly agree; 43% agree), and the format was widely perceived as an effective way to learn the language (100% agree; 57% strongly agree; 43% agree). While some caregivers expressed openness to more traditional language formats (43% neutral; n=3), this did not detract from overall satisfaction or perceived integration outcomes. **All respondents supported continuation of the clubs (57% strongly agree; 43% agree).**

Qualitative evidence complements these findings with parents also adding that conversation clubs are shared cultural and emotional spaces, fostering belonging across regions and backgrounds. Parents explicitly link language learning to observable academic progress but they also describe language acquisition as a structural enabler of integration accelerating social adaptation and confidence.

Evaluation indicator C.1.4: % of caregivers who report that their child felt emotionally supported and more confident as a result of Caritas-funded educational and psychosocial activities

Quantitative findings indicate that emotional support constitutes one of the strongest and most consistent outcomes of JRS educational and psychosocial activities. **Overall, 84% of caregivers agreed that their child felt emotionally supported by JRS staff or activities (60% strongly agree; 24% agree; n=21)**, while 16% remained neutral (n=4). No caregivers expressed disagreement.

Disaggregated analysis highlights the added value of integrated service delivery. **Among children who participated in more than one educational or psychosocial activity, agreement levels reached 100%**, (69% strongly agreeing and 31% agreeing) that their child felt emotionally supported (n=16). This pattern confirms a clear cumulative effect, whereby emotional outcomes are significantly strengthened when support is delivered through multiple, complementary interventions rather than isolated activities.

Focus group discussions with beneficiaries emphasise that art-based and group psychosocial activities function as intentional mechanisms for emotional regulation and grounding, rather than as recreational distractions. Parents consistently reported observable behavioural changes in their children following participation in psychosocial and creative activities:

“She became calmer. Not that anxious anymore.” Ukrainian parent

Importantly, both caregivers and JRS staff stress that emotional recovery is a progressive and cumulative process, dependent on continuity and sustained engagement. This directly explains the stronger outcomes observed among children receiving multi-component support:

Caritas-Funded Project

Evaluation indicator C.1.1 (Caritas): % of caregivers who agree that JRS support helped their child feel more integrated at school

When considering the overall education support package funded by Caritas, findings point to strong perceived effects on children’s social integration and emotional stability within school environments.

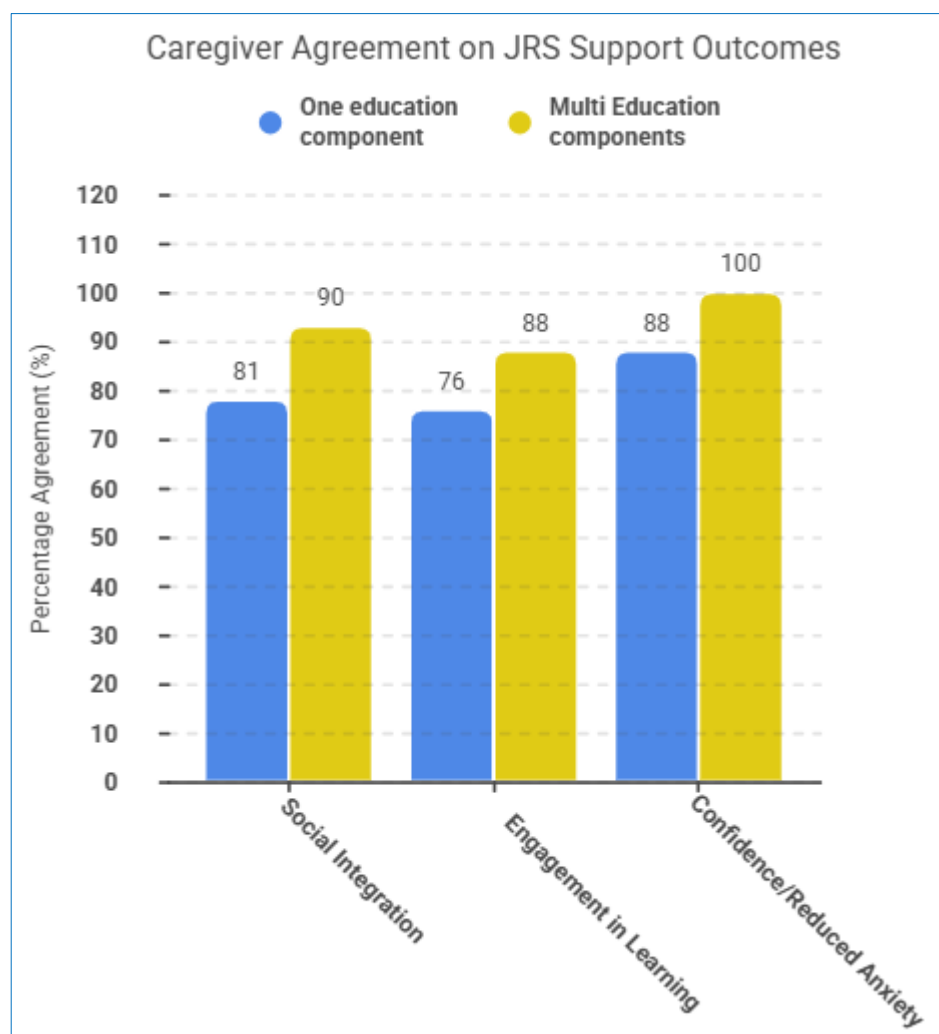
- **81% agreed that these activities helped their child integrate better socially (31% strongly agree; 50% agree; n=13), while 19% remained neutral (n=3).**
- **83% of caregivers agreed that Caritas-supported activities helped their child become more interested in learning** (44% strongly agree; 39% agree; n=15), while 17% remained neutral.
- **89% reported that their child felt more confident**, after receiving support (61% strongly agree; 28% agree; n=16).

These findings suggest that Caritas-funded education actions functioned not only as academic support, but also as stabilising interventions that facilitated peer interaction, motivation for learning and confidence, both of which are critical preconditions for effective school integration in contexts of displacement and insecurity.

As in the broader JRS programme, children supported through the Caritas-funded project were often engaged through multiple complementary services, allowing for a more holistic and integrated support approach. Caregivers reported that children accessed a combination of creative and educational services. **Consistent with patterns observed in the wider JRS programme, disaggregated analysis shows that outcomes were substantially stronger among children who received multi-component support.** Among children supported through more than one service, agreement levels increased markedly across all key indicators,

reaching between 90% and 100%. Within this group, **90% of caregivers reported improved social integration, 91% reported increased interest in learning, and 100% reported improved confidence. This reinforces the finding that integration outcomes are maximised when educational support is delivered as part of a holistic package rather than through isolated activities.**

Figure 10: Impact of JRS Education Activities on children (Caritas)



Qualitative data confirm that Caritas-funded education activities contribute to integration primarily through emotional stabilisation and social engagement. Parents repeatedly describe behavioral changes linked to participation. Teachers observe improved peer interaction following psychosocial and creative activities.

"You can see the progress by the grades. My kid has been doing better at school".
Ukrainian parent

Evaluation indicator C.1.2 (Caritas): % of caregivers who report improvements in their child's English language skills

Among caregivers whose children participated in Caritas-funded English language classes, perceived impacts on language skills, confidence, and

school integration were consistently positive. **80% of caregivers agreed that their child's English skills improved (40% strongly agree; 40% agree)**, while 20% remained neutral. **Confidence gains were even more pronounced, with all caregivers reporting increased confidence in using English at school (100%; 40% strongly agree; 60% agree).**

Perceived integration effects closely mirrored these improvements. **80% of caregivers agreed that English classes helped their child integrate better at school (40% strongly agree; 40% agree)**, while 20% remained neutral (n=1). Motivational effects were positive but slightly more moderate. 80% of caregivers agreed that English lessons motivated their child to learn (20% strongly agree; 60% agree), while 20%

remained neutral (n=1), suggesting that English classes primarily contributed to functional integration and confidence rather than acting as a standalone motivational driver.

Satisfaction with programme design was high, with 80% agreeing that the format and duration of lessons were appropriate (60% strongly agree; 20% agree; n=4). Teachers' role and quality were rated exceptionally highly, with 100% of respondents agreeing that teachers were supportive and professional (80% strongly agree; 20% agree), reinforcing the credibility and acceptability of the intervention. Demand for continuity was unanimous, as all caregivers strongly agreed that English language support should continue (100% strongly agree; n=5).

Qualitative evidence mirrors patterns observed in the wider programme., with English classes were consistently described as highly valued, scarce and effective, particularly as many families cannot afford supplementary private lessons. According to key informants this gap happens in both IDPs and locals, depending on the family circumstances. Teachers highlight persistent demand.

"Parents are interested. They keep asking me when we are going to have English classes. Private classes are approximately 600 hryvnias per class... it's not affordable for many" JRS English teacher

Evaluation indicator C.1.3 (Caritas): % of caregivers who report that participation in Ukrainian language conversation clubs improved their child's confidence, communication, and social integration in school and the host community

Findings from Caritas-funded Ukrainian language conversation clubs, while based on a smaller sample, show consistently positive perceptions regarding language confidence, integration, and overall relevance. **All caregivers reported increased confidence in their child's ability to communicate in Ukrainian (100% agree; 33% strongly agree; 67% agree).** Perceived integration effects were also positive, with 67% agreeing that participation helped their child integrate better into school or the community (33% strongly agree; 33% agree).

"They (IDPs) have issues mostly at the Ukrainian language class... in other subjects they handle that well. Those kids from the families where parents started speaking Ukrainian... adapted faster" School Director

Qualitative evidence confirms that Ukrainian conversation clubs support both emotional safety and social cohesion. Parents describe clubs as community-building spaces. Activities were unanimously rated as enjoyable and relevant (100% agree; 33% strongly agree; 67% agree]), and all caregivers agreed that the club format was an effective way to learn the language (100% agree; 67% strongly agree; 33% agree). While some openness to more traditional language formats was expressed (33% agree; 67% neutral), this did not undermine overall satisfaction or perceived outcomes. All caregivers supported continuation of Ukrainian conversation clubs (100% agree; 67% strongly agree; 33% agree), indicating sustained demand.

Evaluation indicator C.1.4 (Caritas-funded): % of caregivers who report that their child felt emotionally supported and more confident as a result of Caritas-funded educational and psychosocial activities

Holding space for fear: How JRS helps children breathe again

Every week, Anna (JRS social worker, fictitious name) walks into schools where air-raid alarms interrupt lessons and fear has become part of daily life. She does not arrive with textbooks or exams. She arrives with paper, paints, and time.

“The children talk about their fears. And then they paint them.” Sirens. Explosions. Separation. Loss. Some children speak immediately. Others stay silent. Many have lived through displacement, long journeys, and constant uncertainty. Even in places considered relatively safer, the war has not disappeared from their bodies or their minds.

Through art-based psychosocial support, JRS social workers and psychologists create spaces where fear can be expressed without judgment. Children draw what they cannot yet say. They give shape to anxiety, anger, and confusion, and slowly, they begin to let it go. *“After that, I see kids smiling. They get empowered.”*

This work does not take place only in schools. JRS psychologists and social workers also work in JRS offices and shelters. **For many children, this is the first step back into social life. Parents notice the changes. Children who once hid behind their caregivers begin to speak more freely. Panic attacks ease. Confidence slowly returns. They start making friends. They stay in class when the alarm ends.**

“We see the dynamics. We see the changes. At first, many children remain quiet and withdrawn. Later they start opening up”

Psychosocial support at JRS is not a single session or a quick fix. It is continuity. It is presence. It is accompaniment, alongside housing, education, and daily routines that restore a sense of normality. **In a city where air-raid alarms still sound, JRS helps children find moments of calm. And in those moments, something fragile but powerful begins to grow again: the ability to recover, to heal, to trust, to feel at ease.**

Figure 11: Drawing made by a girl during art-based PSS sessions - Lviv



Quantitative findings from the Caritas-funded project indicate that emotional support for children constitutes one of the strongest and most consistent outcomes of the intervention. A large majority of caregivers reported that participation in educational, creative, and psychosocial activities contributed positively to their child's emotional well-being.

Overall, 89% of caregivers agreed that their child felt emotionally supported by JRS activities (72% strongly agree; 17% agree; n=16), while only 11% remained

neutral and none expressed disagreement. Disaggregated analysis further strengthens this finding. **Among children who received multi-component support—combining educational activities, creative workshops, language classes, learning spaces, and/or psychosocial sessions—agreement levels reached 100%** for emotional support outcomes. All caregivers in this group reported that their child felt emotionally supported, indicating a clear additive effect of integrated service delivery. These results are consistent with broader patterns observed across the JRS programme, confirming that emotional well-being is most effectively supported when educational and psychosocial interventions are delivered together rather than in isolation.

“They talk, play, and do a lot of creative therapy. She (her child) became calmer” Ukrainian parent

Evaluation indicator C.1.5 (Caritas-funded): % of caregivers who report improved emotional stability, reduced stress, and increased coping capacity as a result of participating in psychosocial support

Caritas-funded psychosocial activities were explicitly designed to support parents and caregivers, and the evidence indicates that they contributed meaningfully to emotional regulation, stress reduction, and coping capacity in a context of prolonged displacement. Quantitatively, **84% of caregivers reported feeling more emotionally stable than before (17% strongly agree; 67% agree), while 67% reported reduced anxiety or stress in daily life, reflecting a substantial—though not uniform—protective effect under ongoing war-related pressure.**

These results are strongly reinforced by qualitative evidence, which consistently frames psychosocial sessions, particularly art-based and group formats, as spaces for mental disengagement from war-related stress, intrusive thoughts, grief, and anxiety. Participants describe art therapy not as recreational, but as a psychologically intentional mechanism for grounding and emotional release:

“It distracts from the outer world and calms me down. You forget about everything” Ukrainian parent

The structured role of psychologists is repeatedly highlighted, particularly their non-intrusive, trust-based facilitation: “She does not try to take information out of me.” **This aligns with survey findings showing that 84% of caregivers felt listened to, respected, and supported.**

Importantly, caregivers emphasise that emotional improvement is progressive and linked to continuity, rather than immediate transformation, mirroring quantitative findings where gains are strong but not universal. Group sessions further functioned as social repair mechanisms, reducing isolation and fostering mutual recognition among forcibly displaced adults:

“Everyone is connected because we are all forcibly displaced. We didn’t choose this. These shared feelings help to heal.” Ukrainian parent

This social dimension helps explain why two-thirds of caregivers also reported improved relationships with others and increased hope and motivation (83% agree).

Overall, the integrated evidence demonstrates that Caritas-funded adult MHPSS activities achieved their intended purpose: providing emotionally safe, professionally facilitated spaces that supported caregivers' psychological stability, coping strategies, and social connection in a protracted crisis. While distress remains structurally embedded in the context, the indicator is met, with clear evidence of meaningful psychosocial benefit for adult participants.

Evaluation indicator C.1.6 % of adult participants who feel more comfortable helping their children with school tasks

Caritas-funded Ukrainian language conversation clubs for adults contributed to strengthening parents' ability to support their children's schooling, particularly with homework and language-related tasks. Two thirds of participating parents reported that it became easier for them to help their child with homework (67% agree), while one third reported no change (33% neutral).

Qualitative evidence strongly reinforces this finding. Teachers consistently identify Ukrainian language, especially grammar and numerals, as a key barrier limiting parental support with homework. School leadership further confirms the relevance of parental language acquisition for children's adaptation, noting that "Those kids from the families where parents started speaking Ukrainian... adapted faster."

Together, the evidence indicates that adult Ukrainian language support functioned as an intergenerational intervention, improving parents' practical capacity to assist with school tasks while simultaneously accelerating children's educational adaptation and integration.

Outcome C.2 IDPs feel more capable of contributing to their own development and future prospects

Evaluation indicator C.2.1 % of participants who report increased confidence using Ukrainian in daily life after JRS language support

All participants in the general JRS programme reported increased confidence using Ukrainian in daily life (100%), with 80% strongly agreeing and 20% remaining neutral. Confidence gains were accompanied by broader functional effects: 80% reported that group classes helped them feel less isolated (80% strongly agree; 20% neutral), and all participants considered the conversational methodology useful for everyday communication (60% strongly agree; 40% agree). Demand for continuation was also unanimous (80% strongly agree; 20% agree).

Qualitative evidence explains these high scores. JRS Ukrainian Teacher reported that many participants were initially excluded from mainstream language courses because they were perceived to "already know Ukrainian," despite persistent errors linked to surzhyk¹² or Russian grammatical structures. JRS classes validated these needs and focused on spoken accuracy, self-correction, and real-life communication. As a result, participants moved from passive understanding to active use of Ukrainian in public spaces, correcting themselves and others and engaging more confidently in daily interactions. Language learning is consistently framed as a matter of dignity, social acceptance, and autonomy.

¹² Surzhyk refers to a mixed speech form combining elements of Ukrainian and Russian, commonly used in certain regions of Ukraine and neighbouring border areas

Caritas-Funded Project

Evaluation indicator C.2.1 (Caritas-funded): % of participants who report increased confidence using Ukrainian in daily life after Caritas-funded language support

Within the Caritas-funded project, **two-thirds of participants reported increased confidence speaking Ukrainian** (67% strongly agree; 33% neutral). Confidence gains were accompanied by reduced isolation, with 67% strongly agreeing that group classes helped them feel less isolated and 33% remaining neutral (n=3). All participants reported that the conversational methodology was useful for daily communication (33% strongly agree; 67% agree; n=3), and all expressed a desire for the classes to continue (67% strongly agree; 33% agree).

"In the beginning it was really tough, we got into conflicts when speaking Ukrainian. We were called Moskali¹³... in disrespect. We want to be able to talk to locals in Ukrainian. We are trying our best to speak the same language. We had a really nice teacher, she teaches us a lot." JRS Ukrainian teacher

Qualitative evidence mirrors these results, showing that Caritas-funded language activities enabled participants to engage more confidently in everyday interactions and reduced discomfort linked to language use. Teachers report increased self-correction, improved spoken accuracy, and greater willingness to communicate in Ukrainian in public settings. Despite the smaller scale, patterns closely align with those observed in the wider JRS programme.

"They asked people in the street what time is it, and they heard the answer, and they didn't get it. At the end of our course, most of them were thankful to me, and they even were able to catch mistakes of other people speaking around." JRS Ukrainian teacher

Factors for success, areas of improvement and sustainability analysis - Promotion

Key factors for success

- **Holistic, multi-component support model:** The strongest outcomes consistently occurred when children and families received multiple, complementary services (education, language, creative, and psychosocial activities). Quantitative disaggregation shows markedly higher results among those receiving more than one intervention, confirming the added value of integrated delivery.
- **Strong integration of education and psychosocial support:** Emotional regulation is consistently identified as a prerequisite for learning and school integration. The intentional combination of art-based psychosocial activities with education and language support directly underpins improvements in confidence, engagement, and adaptation.
- **Context-sensitive school engagement:** Support to school bomb shelters, in-school psychosocial activities, and collaboration with educators addressed real operational barriers to learning under air-raid

¹³ "Moskal" is a historical term with cultural connotations that, in contemporary informal speech, may be used as a colloquial reference to Russians.

conditions, strengthening both educational continuity and emotional safety.

- **Conversation-based, non-formal language pedagogy:** English and Ukrainian language classes prioritised functional communication over formal grammar, enabling confidence, dignity, and daily usability. This approach proved effective for both children and adults, particularly those excluded from mainstream language provision.
- **High-quality, trusted staff and facilitation:** Teachers, psychologists, and social workers were consistently rated as supportive and professional, contributing to high satisfaction, trust, and sustained participation across both JRS and Caritas-funded activities.
- **Community-building effect of group activities:** Language clubs, creative workshops, and psychosocial sessions functioned as social spaces, reducing isolation and fostering belonging across age groups, including elderly IDPs.

What could be strengthened

- **Greater structural consistency and continuity:** Recurrent interruptions due to funding gaps limited pedagogical progression, emotional stabilisation, and cumulative impact. Discontinuity particularly affected language learning outcomes and sustained emotional recovery. **Strengthening internal technical capacities in proposal writing, grant identification, donor submissions, reporting, and results-based programming would enhance the ability to secure funding and reduce stop–start cycles. This requires not only targeted training, but also clearly allocated staff roles and/or dedicated time.**
- **More systematic educational planning and progress tracking:** While outcomes are strong, clearer learning objectives, structured progression pathways, and simple monitoring tools would strengthen accountability, allow differentiation by age and level, and better document learning gains.
- **Improved targeting and group composition:** Mixed-age groups and irregular attendance complicated teaching approaches and slowed progress. More differentiated grouping by age and proficiency would enhance effectiveness.
- **Proactive vulnerability identification:** Support remains largely reactive, addressing cases as they emerge. A more systematic vulnerability assessment could help proactively identify children and families at risk of disengagement, emotional distress, or long-term dependency. Both IDPs and locals.
- **Expanded support for adolescents:** Gaps remain in exam preparation, upper-grade academic support, and transition pathways for older children, limiting educational continuity at critical stages.
- **Stronger engagement with resistant caregivers:** In some cases, parental resistance to Ukrainian language learning constrained children's participation. Targeted outreach and sensitisation could mitigate this barrier.
- **Livelihood linkage remains limited:** While *Promotion* actions strongly support education and psychosocial stability, clearer pathways linking skills development to future livelihoods, particularly for older youth, remain underdeveloped.

Sustainability Considerations

- **Funding predictability as a central sustainability condition:** Programme interruptions were directly linked to funding constraints. Stable, multi-year financing is essential to maintain continuity, cumulative psychosocial impact, and educational progression.
- **Scalability through staffing and partnerships:** Expanded staffing would allow broader age

coverage, reduced group heterogeneity, and increased reach. Collaboration with schools and local authorities provides a viable platform for scale.

- **Schools as sustainable psychosocial anchors:** Embedding psychosocial and creative activities within schools strengthens institutional ownership, reduces stigma, and increases the likelihood of continued support beyond project cycles.
- **Non-academic outcomes as sustainability drivers:** Social connection, emotional safety, and community belonging, especially for elderly IDPs, are central to sustained well-being. Language clubs and group activities play a critical role even where employment prospects are limited.
- **Intergenerational benefits reinforce long-term impact:** Adult language acquisition improves parents' capacity to support children's education and accelerates children's adaptation, creating reinforcing effects across generations.
- **Risk of regression if support ends:** Evidence shows that stopping classes and activities leads to declines in academic performance, confidence, and emotional stability, underscoring the importance of continuity to prevent loss of gains.

D. Integration

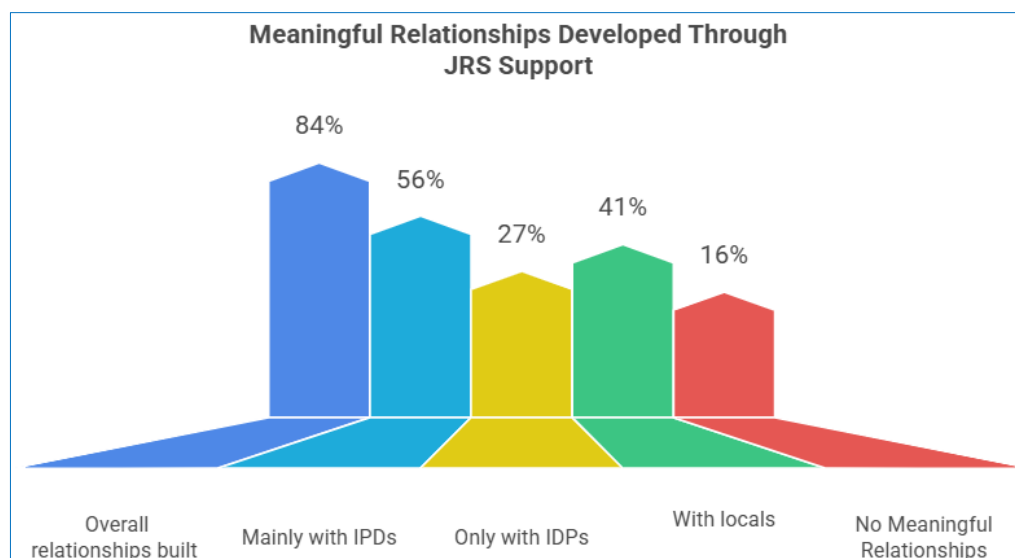
Evaluation overarching question: To what extent have Integration initiatives (employment support, language classes, cultural mediation, social cohesion) contributed to the sustainable social and economic inclusion of IDPs in host communities, reducing barriers and fostering coexistence?

Outcome D.1 IDPs build meaningful interpersonal relationships with members of the host community

Evaluation indicator D.1.1: 85% of beneficiaries who report having developed meaningful personal relationships thanks to JRS

Quantitative data indicate that **84% (n=185) of respondents reported having built meaningful relationships through JRS support**, including relationships with other displaced persons and, to a lesser extent, local residents. Relationships were most frequently established with other IDPs (56%; n=123), reflecting the importance of peer support in displacement contexts, while 27% (n=60) reported relationships exclusively with IDPs. Only 16% reported limited or no meaningful relationships.

Figure 12: Meaningful relationships built through JRS - Ukraine



Qualitative evidence clarifies that JRS activities, particularly language classes, psychosocial groups, and creative activities, function as social hubs, enabling trust-building, mutual recognition, and emotional connection rather than one-off encounters. Participants describe these spaces as places where shared experiences are processed collectively, reducing isolation and

emotional withdrawal. While not always framed as “friendships” in a conventional sense, these relationships form the foundation of social repair and coexistence, particularly among older adults and long-term displaced persons.

Evaluation indicator D1.2: At least 70 % of beneficiaries who report having developed meaningful personal relationships with locals thanks to JRS

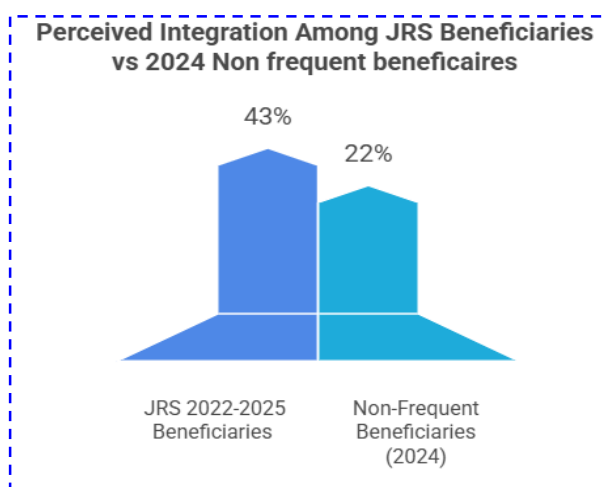
Quantitative findings show that 41% (n=90) of respondents reported having developed meaningful relationships with local residents. While lower than overall relationship-building rates, this reflects realistic integration dynamics in a context marked by housing insecurity, economic stress, and ongoing war-related uncertainty.

Qualitative data help interpret this figure: **participants often distinguish between social acceptance and deeper belonging**, noting that while daily interactions with locals are generally respectful, sustained relationships are constrained by temporary and unstable living conditions, financial precarity, and the lack of stable housing. Importantly, school-based activities, inclusive psychosocial sessions, and mixed-group language classes emerge as key entry points for contact with host-community members, particularly for children.

Participants also reflected on social tensions linked to language and identity, illustrating how war has fractured everyday interactions. Several described how speaking Russian, often their mother tongue, has become associated with suspicion or rejection in public spaces, generating fear and self-censorship rather than open conflict.

“When we talk in Russian it seems like we are enemies. Some people do not Welcome us here. But we are all Ukrainians” Ukrainian IDP

Figure 13: Feeling of integration reported by respondents - JRS Ukraine



In contrast, lived encounters of *Welcome* and acceptance often challenged these fears. Psychosocial support spaces enabled participants to process this tension safely, reducing internalised stigma and allowing reconciliation to emerge through concrete human interaction rather than imposed identity norms or abstract expectations.

Outcome D.2 IDPs develop a sense of belonging and shared identity within the local context

Evaluation indicator D.2.1 85% of beneficiaries who report being supported by JRS to participate in public activities or spaces in their community

Quantitative data show that 45% (n=99) of respondents agreed that JRS helped them participate in community life (41% agree; 4% strongly agree), while a large proportion remained neutral (44%). Similarly, 48% (n=105) agreed that JRS support increased their confidence to participate in social or life activities, with nearly half again remaining neutral.

This pattern reflects partial but meaningful progress. Qualitative evidence shows that JRS facilitates access to social and cultural spaces primarily through schools, shelters, language classes, and psychosocial activities, rather than formal civic platforms or regular events. School-based interventions are particularly significant, as they intentionally avoid separating IDP and host-community children, fostering shared emotional processing and normalised interaction. Qualitative findings explain that participation is often constrained not by lack of motivation, but by emotional fatigue, financial stress, health limitations, and uncertainty about future residence. Where participation occurred, through workshops, schools, parks, libraries, and group activities, it contributed to increased confidence and reduced withdrawal, even if not experienced as full community integration

Housing proximity to services, stable routines, and structured group activities enable children, and indirectly their caregivers, to re-enter social life. Psychosocial and art-based activities are repeatedly described as inclusive integration tools that reduce stigma and foster coexistence, especially in environments affected by collective trauma.

Evaluation indicator D.2.3 70% of beneficiaries report feeling integrated thanks to JRS support

Perceived integration outcomes among frequent JRS beneficiaries (2025) are markedly stronger than those reported by non-frequent beneficiaries (2024)¹⁴. In 2025, 43% of respondents reported being “integrated” or “very integrated” (33% integrated; 10% very integrated), compared to 22% in 2024 (17% integrated; 5% very integrated). This near doubling suggests a substantially higher level of consolidated social

¹⁴ This comparison is based on responses from the 2025 evaluation survey (JRS beneficiaries) and JRS 2024 needs assessments taking only non-beneficiaries or occasional participants. As the sample populations differ, and there was no longitudinal tracking of the same individuals, the data should be interpreted with caution and understood as an indicative trend rather than a direct measurement of change.

integration among those with sustained exposure to JRS support. Most notably, non-integration outcomes declined sharply: the combined proportion of respondents reporting being “somehow non-integrated,” “non-integrated,” or “not integrated at all” fell from 26% in 2024 to 9% in 2025.

“It is difficult to integrate when you are a person without a permanent place of residence, because I have already had to move 5 times. The rent is very expensive and currently I am unemployed. I really want to go home.” Ukrainian IDP

Overall, the comparison indicates that frequent and sustained engagement with JRS programmes is associated with stronger perceived integration outcomes, characterised by higher levels of full integration and a significantly reduced risk of social exclusion. While causality cannot be asserted definitively, the magnitude and consistency of these differences strongly suggest the added value of continued, multi-dimensional JRS accompaniment in fostering durable social inclusion.

When asked specifically whether **JRS helped them feel more integrated, 88% responded positively (37% definitely; 51% somewhat)**. Qualitative responses emphasise emotional safety, care, respectful treatment, and a welcoming atmosphere as the primary contributors to this perception of integration. At the same time, open-ended responses clearly identify housing insecurity, lack of permanent employment, economic instability, language barriers, disability, and homesickness as dominant factors limiting a deeper sense of belonging. Many respondents explicitly state that integration remains incomplete because their future is uncertain and their place of origin is destroyed or occupied.

“I was pleased that in difficult times someone took care of me, helped solve my everyday problems. The people who work in your JRS are very kind” Ukrainian IDP

Intentions on return

Compared to 2024, findings indicate a notable reduction in uncertainty regarding intentions to return, accompanied by a polarisation toward clearer positions. In 2025, 59% of respondents reported “don’t know”, down from 75% in 2024, while the proportion planning to return permanently declined sharply to 17%, compared to 57% in 2023 and negative responses increased from 8% in 2023 to 23% in 2025 (15% in 2024). This shift suggests not indecision, but a gradual consolidation of perceptions shaped by prolonged displacement.

“There’s nowhere to return, the city is completely destroyed and under occupation” Ukrainian IDP

Qualitative responses indicate that this trend is driven primarily by structural constraints rather than personal preference, including the destruction or occupation of places of origin, loss of housing and property, family separation, disability, and unresolved security concerns. For many respondents, return is no longer perceived as a realistic or near-term option, even if emotional attachment to places of origin remains strong.



Beneficiaries identify financial support (34%), psychosocial accompaniment (22%), legal assistance (22%), and reliable information in the place of origin (20%) as the most relevant forms of support should return become possible, underscoring the continued relevance of integration support even in the absence of clear long-term settlement decisions.

The word cloud reflects how beneficiaries describe the JRS Ukraine when asked to define it in one or a few words: family, support, care, trust, warmth, and dignity.

Factors for success, areas of improvement and sustainability analysis - *Integration*

Key factors for success

- **Inclusive, non-segregated delivery models in schools:** Educational and psychosocial activities implemented with whole classes rather than separating IDP and host-community children contributed positively to social integration, reduced stigma, and normalised participation within school environments.
- **Context-sensitive implementation:** Activities were adapted to ongoing insecurity (e.g. air-raid alerts), enabling continuity of education and psychosocial support in disrupted environments.

What could be strengthened

- **Lack of a clear operational definition and measurement framework for “integration.”** The term is understood and experienced differently across individuals. JRS would benefit from articulating clear objectives for what the organization wants to achieve in this section of integration (e.g. language proficiency, participation in public life, connection with host communities, legal stability), and establishing clear indicators and tracking them consistently over time to assess progress and adjust programming accordingly.
- **Strengthen language-sensitive, dignity-based approaches in psychosocial and community spaces.** While Ukrainian language acquisition remains essential for integration and access to services, greater explicit openness toward participants’ mother tongues—particularly Russian in MHPSS and group support settings—could further reduce stress, enhance emotional expression, and strengthen trust. Allowing

individuals to process emotions in the language in which trauma was experienced may improve participation and psychosocial outcomes, while Ukrainian can continue to be promoted as the primary language for education, public interaction, and integration.

- **Invisibility of adult men in integration spaces remains a gap.** Targeted activities for working-age men could be explored, as they are currently underrepresented in both participation and perception data.
- **Interaction with local communities remains limited.** While JRS effectively promotes intra-community bonding, activities that bridge IDPs and non IDPs populations (e.g., joint events, cultural exchanges) are lacking and should be expanded to promote coexistence.

Sustainability Considerations

- **Institutional embedding through schools:** Collaboration with schools and education authorities offers a key pathway for sustainability, particularly for psychosocial and integration-oriented activities that can be mainstreamed into school routines
- **As uncertainty about return persists, sustained investment in integration-oriented *Promotion* actions remains essential** to prevent social isolation, disengagement, and long-term psychosocial decline, especially among children, older persons, and long-term displaced families.

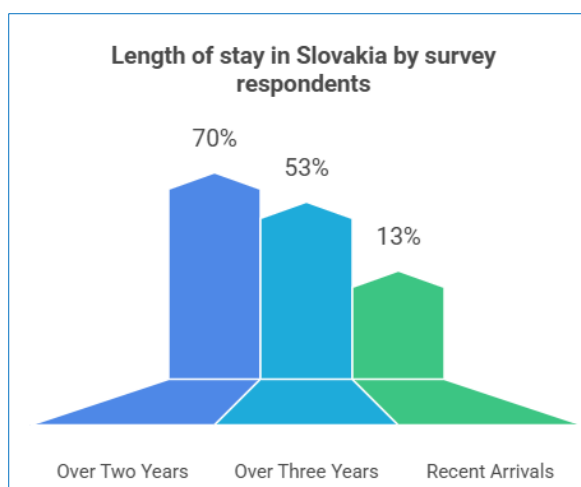
b) Family Help Center (FHC) - Slovakia

1. Demographics

The survey collected responses from 120 individuals (n=120). The sample is largely female, with 80% women (n=96) and 20% men (n=24).

The respondent profile is predominantly composed of adults of working age. **Almost two thirds of respondents are between 30 and 49 years old (62%; n=74)**, including 32% aged 30–39 (n=38) and 30% aged 40–49 (n=36). Respondents aged 18–29 represent 15% (n=18), while 13% are aged 50–59 (n=16) and 10% are aged 60 or above (n=12).

Figure 15: Respondent Distribution by Length of Stay (Slovakia)



Most respondents, 70%, have been in Slovakia more than two years (n=83). 53% arrived more than three years ago (n=63). At the same time, 13% of respondents are recent arrivals, having arrived within the last year (n=15). **Respondents are highly concentrated in Trnava (n=95; 79%)** and its surrounding area (n=16; 13%). The remaining respondents live in Bratislava (3%; n=4), Sered' (2%; n=2) and other locations (each 1%; n=1).

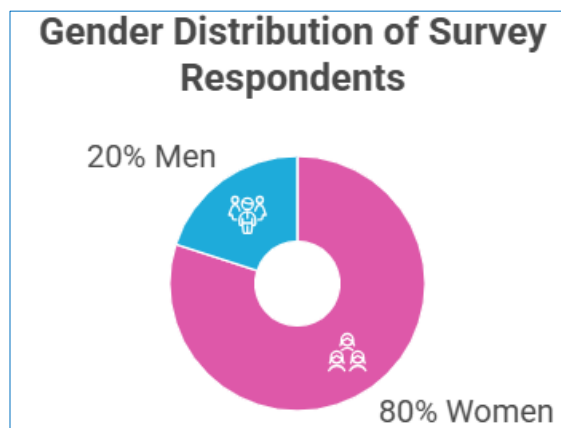
2. Impact and results of change

For more contextualized reading, please consult the FHC Theory of Change in Annexes.

A. Welcome

Overarching Evaluation question: To what extent did the Welcome support (short-term shelter and emergency relief) provide safety, dignity, stability and overall well-being during moments of crisis, and how did it influence beneficiaries' capacity to cope with the situation of displacement?

Figure 14: Gender distribution in Family Help Center survey



The vast majority of respondents identify as Ukrainian (98%; n=118). A small proportion reported dual Ukrainian–Russian nationality (2%; n=2). Respondents originate from a wide range of oblasts. **The most frequently reported are Dnipropetrovsk (13%; n=16) and Kyiv (12%; n=14), followed by Zaporizhzhia (10%; n=12), Donetsk (9%; n=11), Odesa (8%; n=10) and Kharkiv (8%; n=10).** Smaller proportions reported origin in Kyiv city (5%; n=6), Zakarpattia (5%; n=6), Mykolaiv (5%; n=6) and Poltava (5%; n=6).

Most respondents, 70%, have been in Slovakia more than two years (n=83). 53% arrived more than three years ago (n=63). At the same time, 13% of respondents are

Early response of the Slovak Jesuit Province: trust as a foundation for protection

At the onset of the full-scale invasion of Ukraine, the Slovak Jesuit Province did not have a JRS structure in-country. The initial response was therefore coordinated directly through the Province, which appointed a Jesuit to lead the emergency response following a request from the Jesuit General Curia in Rome calling on neighbouring countries to respond immediately.

The first phase of the response was characterised by urgency, improvisation, and a strong protection dimension. Early border dynamics included risks of exploitation and abuse, particularly affecting women arriving alone or with children. In this context, building trust was critical. Trust was fostered through recognisable religious identity, which helped create a sense of safety in a chaotic environment.

“At the border, people were afraid and did not know who to trust. Although not used in Slovakia, we wore black cassocks because this is something Ukrainians recognise from their own religious context. We wanted to create familiarity signs so people would trust us and feel safer.” Jesuit Informant

The most immediate and concrete need identified during the first days was shelter. Jesuit community houses, retreat centres, and other premises were opened to accommodate people fleeing Ukraine. Some refugees were transiting, while others remained for longer periods. Over time, it became clear that this emergency accommodation model was not sustainable, as some facilities needed to return to their original functions. This marked a turning point, requiring a more structured and longer-term approach. Importantly, the response did not begin as a pre-designed programme. It evolved through practice: people initially arrived with basic needs, and through repeated contact, the Province progressively recognised the need to expand support beyond shelter and food. **While the already existing local Jesuit organization Family Help Center (FHC) had been created to support local families and had not previously worked with refugees, gradually, it became the main platform to coordinate and channel the response, building on its existing social mandate, physical space, and operational capacity.**

Outcome A.1: Refugees are more oriented and emotionally settled upon arrival.

Evaluation Indicator A1: Evidence that the Society of Jesus in Slovakia played a key role in covering urgent needs (shelter, food, hygiene materials) in the first weeks

During the initial phase, housing and basic assistance were the primary focus. **Jesuit communities in Košice, Prešov, Piešťany, Trnava, and Bratislava provided short- to medium-term accommodation for refugees, alongside daily meals and basic supplies.** In the first weeks, 86 people received food and hygiene items while staying in Jesuit communities.

Basic non-food items were provided free of charge, sourced from cooperating lay people, donors, the FHC, and other supporting actors. Accommodation was provided for the necessary period, with parallel support aimed at fostering independence and integration into local communities.

“At the beginning it was clear that what people most needed was a roof over their heads, clothes and food. People were coming for one night, sometimes for a few days, weeks... We opened Jesuit and retreat houses, all the places we could to host people who were fleeing from Ukraine.” Jesuit Informant

Outcome A.2: Refugees understand where and how to access available support and service

Evaluation Indicator A.2: Evidence that support received from FHC contributed to refugees knowing where to access essential services and navigating practical challenges during the early phase of arrival

A key enabling factor for the early response was that the FHC was already established before the crisis, with staff, premises, and trusted links to local institutions. Although not designed to work with refugees, FHC was able to adapt rapidly and absorb new functions.

“When the war began, the city contacted us the first. People were coming in the clothes they arrived in. They needed not only clothes, but food, hygiene, and someone to listen.” FHC staff

Central to this adaptation was the *Eco-social Wardrobe*, a FHC project which transitioned from an initiative focused on ecology and poverty support for local families into an emergency-facing service for displaced people. Based on donations, the *Eco-social Wardrobe* allowed people to take essential items according to need and return them later for reuse, reinforcing dignity and mutual support. This low-threshold service became a natural entry point for newly arrived refugees.

FHC was also well connected with the municipal authorities, and the city referred people to the Center. However, what most strongly drove access was word of mouth and informal communication channels, particularly Telegram and Facebook. **Survey data shows that 50% of respondents learned about FHC through acquaintances (n=59), 40% through Telegram (n=48), and 22% through Facebook or other social networks (n=26).**

Qualitative evidence consistently shows that **arrival was experienced as a period of strong disorientation and emotional distress, marked by lack of information, uncertainty, and absence of reference points.** Many beneficiaries describe arriving without knowing where to go, which services existed, or how administrative procedures worked.

Within the *Eco-social Wardrobe* staff and volunteers provided basic information about available services in Trnava, activities for refugees, and supporting organisations. **In 2022 alone, approximately 1,200 information leaflets were distributed.**

Quantitative data confirms the strong orientation role played by FHC. **62% of respondents strongly agreed (n=13) and 38% agreed (n=8) that the FHC helped them find where to access the most needed services after arrival.** Similarly, 90% reported that the support really helped them feel more oriented and able to cope during the first weeks or months after arrival (n=19), while 10% indicated that it helped somewhat but that some information was still missing (n=2). **Open-ended responses most frequently highlighted Slovak language courses and housing-related information as areas where further support would have been needed.**

“When I arrived, I didn’t know anything. The FHC gave me directions for what I needed.” Refugee woman

Across interviews, the FHC—often accessed first through the *Eco-social Wardrobe*—emerged as a first point of orientation at a moment when beneficiaries lacked both information and emotional stability. **Support is not described as a single intervention, but as a progressive process of guidance, enabling people to understand what steps to take, where to go, and who to contact as their situation evolved.**

Qualitative findings also highlight a transition over time from dependency to autonomy. Beneficiaries describe moving from a state of complete uncertainty to being able to independently navigate services, access healthcare, manage paperwork, and support others by sharing information.

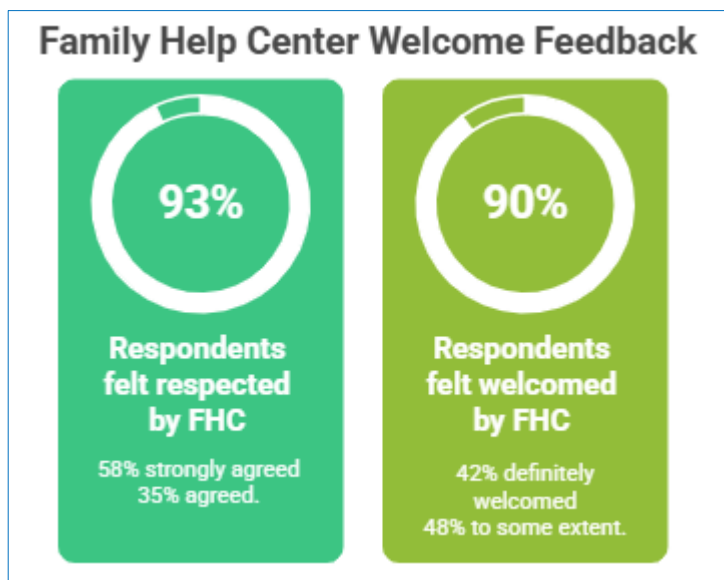
Outcome A.3: Refugees perceive the reception process as respectful and humanising

Evaluation Indicator A.3: At least 90% of refugees affirm that their interaction with FHC staff and volunteers made them feel respected and treated with dignity

Quantitative data shows a very strong perception of dignity and respectful treatment in interactions with the FHC. **93% (n=111) of respondents reported feeling respected and treated with dignity by FHC staff and volunteers** (58% strongly agreed and 35% agreed). Neutral responses accounted for 7% (n=8), and 1% (n=1) disagreed.

Perceptions of *Welcome* follow a similar pattern. **90% (n=108) of respondents reported that the FHC helped them feel welcomed**, including 42% (n=50) who felt definitely welcomed and 48% (n=58) who felt welcomed to some extent. Negative responses were limited to 10% (n=12) reporting no or not at all.

Figure 16: Respondents’ feedback on FHC treatment



Qualitative responses help explain these high levels of perceived dignity. Beneficiaries consistently associate feeling respected with the **attitude and relational approach of staff and volunteers, rather than with any single service**. Recurrent elements include professionalism, kindness, attention to individual questions, patience, moral support, and friendliness. Several responses highlight the importance of sustained accompaniment, which reinforced trust and a sense of being taken seriously.

Overall, the findings indicate that dignity was not only embedded in service delivery, but actively constructed through everyday interactions characterised by respect, empathy, and responsiveness to individual needs. This relational dimension played a central role in fostering a sense of *Welcome* and emotional safety during a highly vulnerable phase of displacement.

Impact story: “When I arrived, I didn’t have anything”: Olena’s path from displacement to belonging

When Olena arrived in Slovakia in March 2022, the war had already taken away almost everything. She left Kremenchuk (Poltava region in Ukraine) with her husband and young daughter after weeks of air raid alarms, fear, and confusion. At that time, she did not fully understand that leaving might be long-term. Like many families, they thought the war would last only a short time. Instead, their life changed completely. *“We left everything, everything we had, the apartment, the relatives, my parents, my sister, my job... When I arrived, I didn’t know anything, I didn’t have my things, I didn’t have anything. We thought we were moving for some weeks”.*

The first weeks were about meeting basic needs. The family had no apartment and no household items. Through another Ukrainian woman, Olena was brought to the FHC’s *Eco-social Wardrobe*. There, she received essential items she could not take when fleeing. This support helped the family restore a sense of dignity in a very difficult moment. *“Meeting the FHC was really of a big help. It was a relief.”*

As time passed, they understood that they needed to build a life in Slovakia and a new challenge became clear: language. At first, Olena did not speak Slovak. Through language courses at the FHC, Olena slowly learned how to communicate in daily life. *“I had a set of 100 words. But my level was zero. The center supported me a lot with my vocabulary at the level at which I can speak Slovak now and manage daily life. I can speak with teachers, doctors, and other people, even if my grammar is not perfect.”*

Finding work and dealing with documents was another difficult step. At first, Olena did not feel comfortable asking for more help. Like many displaced Ukrainians, she felt hesitant and preferred not to depend on others. Over time, however, she built trust with the FHC staff. When her husband lost his job, they received support to prepare a CV, understand documents, and look for a new job. The help was respectful and never forced. *“I really trusted them, and that led me to ask for their support.”*

Today, Olena says she feels “more integrated than not.”, reflecting that integration is a long process. For her, integration means stability. Her daughter is doing well at school, understands the language, and has positive feedback from teachers. Both parents have work now and the family knows where to go for services when they need them. What started as emergency support became long-term guidance, helping the family move from survival toward stability and a sense of belonging. *“FHC means family to me. They guided me in the right direction when I had nothing.”*

Factors for success, areas of improvement and sustainability analysis – Welcome

Key factors for success

- The **pre-existing Jesuit presence** in Slovakia (Jesuit communities and the FHC) enabled **immediate response capacity** despite the absence of a national JRS structure.
- A **clear mandate from the Jesuit General Curia** provided legitimacy, direction, and coherence during the early, highly uncertain phase of the response.

- **Trust was deliberately built as a protection mechanism**, particularly at first contact, using recognisable religious identity to create safety in a context of fear and risk of exploitation.
- The response placed **dignity and respectful treatment at its core**, reflected in consistently high beneficiary perceptions of respect and welcome. Impact was driven less by individual services and more by a **relational, long-term approach**, combining practical support with active listening and sustained accompaniment.
- The **Eco-social Wardrobe functioned as a low-threshold entry point**, facilitating early orientation and progressive navigation of services.

What could be strengthened

- **Early preparedness and training in counselling and psychological first aid** should be strengthened to support staff and volunteers working with people fleeing trauma.
- **Language support would be most effective when integrated from the very outset of emergency programming.** Early inclusion of structured language assistance can significantly enhance orientation, access to services, and smoother transition toward stabilisation and integration.
- **Stronger inter-agency coordination in the early phase of the response, including active participation in coordination platforms and housing-related clusters**, could have improved access to up-to-date information on available alternatives as emergency accommodation reached its limits. Earlier alignment with other actors may have reduced uncertainty among beneficiaries by clarifying referral pathways and housing options beyond JRS-supported schemes.

Sustainability considerations

- **Material sustainability through reuse and donations:** The *Eco-social Wardrobe* model, based on donations and reuse of items, reduced costs, enabled rapid scaling, and promoted a circular approach to material assistance. This model increased flexibility and community involvement, but also created dependence on continuous donations, which may fluctuate over time.
- **Institutional sustainability:** The *Welcome* response benefited from anchoring emergency actions within an existing local institution (FHC), allowing practices developed during the crisis to be absorbed into a stable organisational social structure rather than remaining ad hoc.
- **Transition from emergency to autonomy:** Evidence shows a gradual shift from dependency to autonomy among beneficiaries, indicating that *Welcome* support contributed to sustainable coping capacities rather than prolonged reliance on assistance.

B. Protection

Overarching evaluation question: How has support under Protection (housing, food, psychosocial support, legal assistance) impacted people's security, mental health, access to rights, and reduction of vulnerabilities?

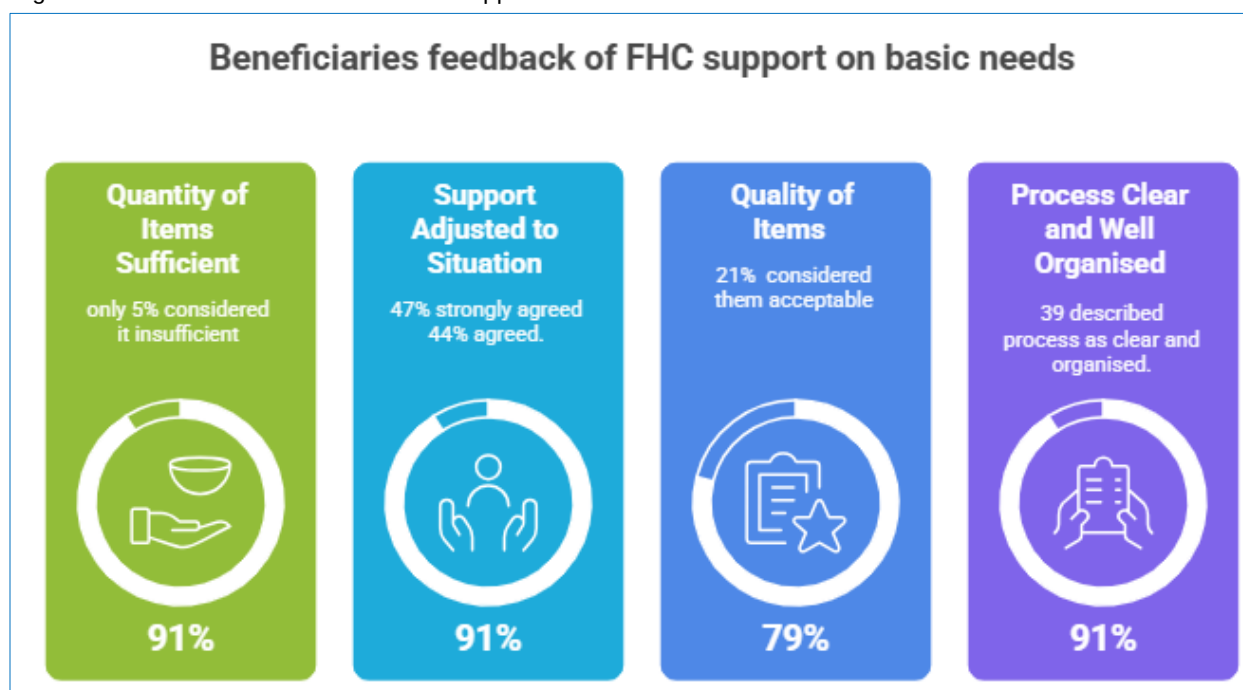
Outcome B.1: Refugees have their basic needs met

Evaluation Indicator B1: At least 85% of respondents report that *Eco-social Wardrobe* helped them consistently meet essential material needs

Quantitative data demonstrates that the *Eco-social Wardrobe* effectively met beneficiaries' essential material needs in a consistent and dignified manner. **98% (n=42) of respondents reported that the items received covered their most basic needs** (56% strongly agreed and 42% agreed). Neutral responses were minimal (2%, n=1).

The types of assistance received reflect core material needs provided by the *Eco-social Wardrobe*. 93% (n=40) reported receiving clothing, 49% (n=21) shoes, 49% (n=21) hygiene products, and 21% (n=9) household items. A small number of respondents mentioned additional items such as toys and books (5%, n=2). **Gaps in provision were limited and specific, mainly relating to kitchenware, medicines, dishes, or winter clothing in larger sizes.**

Figure 17: Beneficiaries feedback of FHC support on basic needs



Support was also perceived as sufficient and adjusted to changing needs. 91% (n=39) reported that the number of items received was sufficient, while only 5% (n=2) considered it insufficient. Regarding adaptation to changing needs, 91% (n=39) agreed that the support was adjusted according to their situation, including 47% (n=20) who strongly agreed and 44% (n=19) who agreed.

Perceptions of quality were largely positive. 79% (n=34) rated the condition of items as good or very good, while 21% (n=9) considered them acceptable. Qualitative comments indicate that beneficiaries clearly understood the second-hand nature of the items and framed this not as a limitation but as part of a shared and respectful model of support.

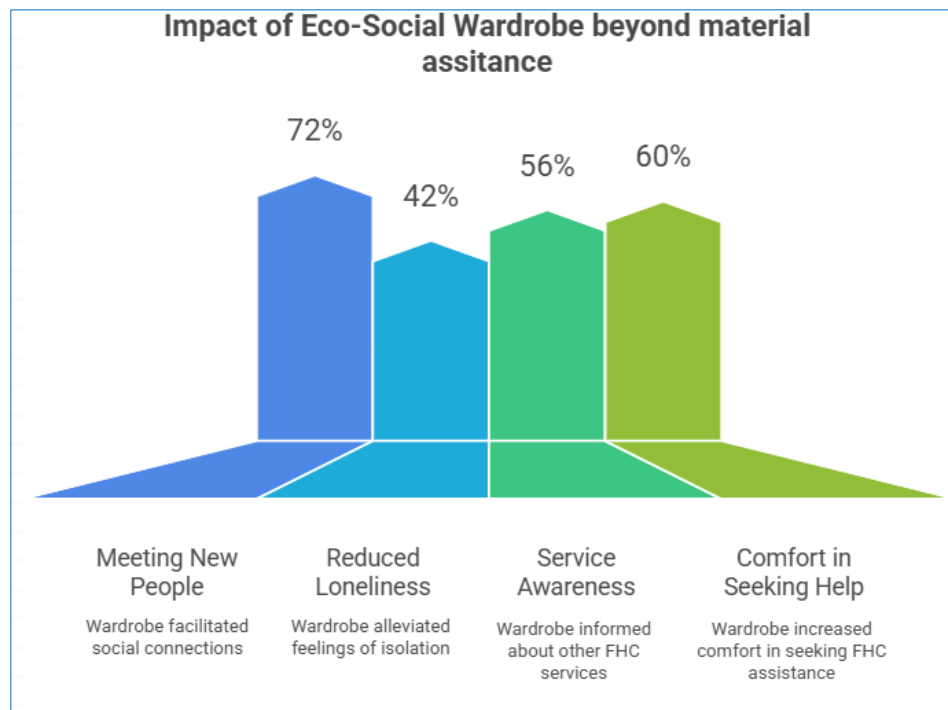
The process of receiving assistance was also positively assessed. 91% (n=39) described the process as clear and well organised. Importantly, **100% (n=43) reported feeling accepted and supported by staff and volunteers, and 100% (n=43) felt treated with respect and dignity** when receiving items, including 60% (n=26) who strongly agreed.

Choice and agency were central to the experience. 80% (n=31) reported being able to fully or partially express preferences regarding the items received, reinforcing a dignity-based, non-prescriptive approach to material assistance.

Outcome B.2: People regain a sense of physical safety and personal security in their daily lives

Evaluation Indicator B2: Beneficiaries describe a sustained sense of personal safety and protection thanks to the support received from FHC

Figure 18: Broader protective and social effects of Eco-social Wardrobe



Beyond material coverage, the *Eco-social Wardrobe* generated broader protective and social effects. 72% (n=31) of respondents reported meeting new people through the wardrobe, while 42% (n=18) felt less lonely or isolated. In addition, 56% (n=24) reported that visiting the *Eco-social Wardrobe* helped them learn about other services, and 60% (n=26) stated that it made them feel more comfortable seeking help from the FHC. Evidence shows that it functioned as more than a space for material assistance and contributed to social connection, trust-building,

and access to wider support.

Beneficiaries consistently associate feelings of safety with clarity, trust, and reliable guidance. **The consistent emphasis on respectful treatment, active listening, and follow-up contributed to a sense of being safeguarded rather than left alone to navigate complex systems.**

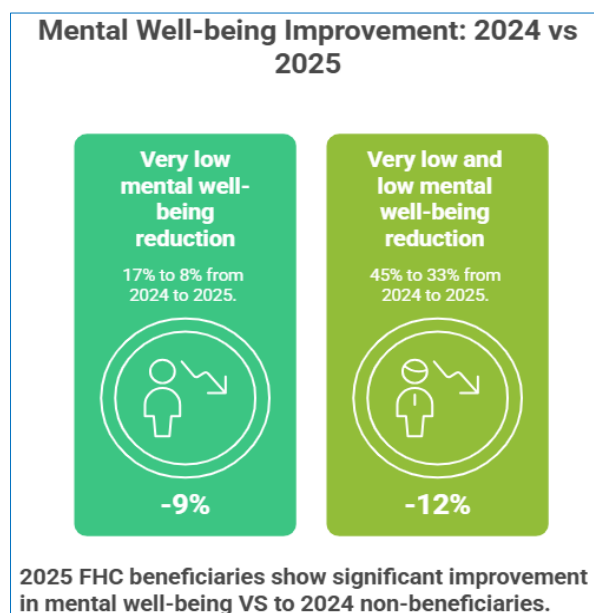
The *Eco-social Wardrobe* operates as a first point of contact and an entry door to a broader support ecosystem. **While material assistance is central, the space is intentionally framed as one of dignity, psychological relief, and connection.** Through the wardrobe, beneficiaries are linked to language courses, psychosocial support, employment-related information, education and IT courses, and informal peer networks. Over time, some beneficiaries transition from receiving support to contributing through volunteering or mutual help, reflecting a shift from passive receipt to active participation.

"You can also bring your own things to the wardrobe ... you also become a part of helping someone. Thank you for this opportunity" Women Ukrainian beneficiary

Outcome B3: Refugees regain emotional stability through reduced psychological distress

Evaluation Indicator B3.1: At least 70% of beneficiaries who report feeling more emotionally stable and less distressed since engaging with FHC services

Figure 19: Mental Well-being Improvement: 2024 vs 2025



Evidence from both quantitative and qualitative sources indicates that engagement with FHC services is associated with higher levels of emotional stability and reduced distress, while also confirming that beneficiaries continue to experience significant stress linked to the ongoing war and displacement context.

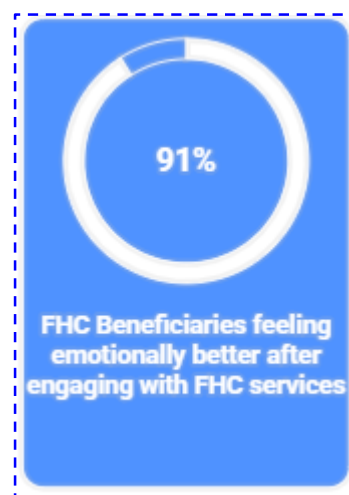
The proportion of respondents reporting very low mental well-being decreased from 17% (n=19) among 2024 non-beneficiaries¹⁵ to 8% (n=10) among FHC beneficiaries in 2025. When very low and low well-being are considered together, the share decreased by 12 points, from 45% (n=52) among non-beneficiaries to 33% (n=40) among beneficiaries. At the same time, high levels of well-being increased from 22% (n=25) in the 2024 non-beneficiary group to 31% (n=37) among beneficiaries in 2025. **The average well-being score was also higher among beneficiaries (15.14) than among**

2024 non-beneficiaries (13.2)^{16 17}.

Figure 20: FHC contribution to Mental Well-being Improvement

In 2025, 34% of women fell into low well-being categories (very low and low well-being considered), compared with 29% of men, and very low well-being was reported by 9% of women compared with 4% of men. This pattern is consistent with the 2024 needs assessment, in which women reported higher distress than men, with 50% of women falling into low well-being categories compared with 26% of men (2024 non-beneficiary group).

Perceived emotional support from FHC is very strong. **91% (n=107) of beneficiaries reported feeling emotionally better or more supported after engaging with FHC services** (39% clear improvement and 52% to some extent. Only 10% (n=11) reported no emotional benefit.



¹⁵ The 2024 non-beneficiary group is drawn from the 2024 needs assessment and includes respondents who did not receive continuous FHC support.

¹⁶ See Index construction in the Methodology section. Index consists of five questions that ask individuals to rate their well-being over the past 4 weeks. The responses are measured on a scale ranging from 0 (not present) to 5 (constantly present). The sum, ranging from 0 to 25, provides a numerical representation of an individual's well-being, with higher scores indicating better psychological well-being.

¹⁷ These differences should not be interpreted as direct causal effects, but they provide contextual evidence that beneficiaries engaged with FHC services report better emotional well-being outcomes than individuals facing similar displacement-related stressors without such support.

Evaluation Indicator B3.2: Beneficiaries describe how FHC support contributed to reduced emotional stress, anxiety, or improved mental well-being

Qualitative responses help explain how this support translates into emotional stability. Beneficiaries consistently link emotional distress to factors largely beyond the control of local services, particularly the **war in Ukraine, uncertainty about the future, financial pressure, heavy workloads, and constant exposure to distressing news.**

Within this context, FHC is described as a space that reduces emotional pressure through **listening, communication, and practical problem-solving. The opportunity to talk to someone, feel listened to, and receive guidance in a trusted environment emerges as a key protective factor. Support for children** plays an important indirect role in emotional well-being, particularly for parents, by easing caregiving-related stress. **Participation in courses, activities, and community events is also described as reducing isolation and strengthening social connection.** Rather than attributing emotional improvement to a single psychosocial service, beneficiaries describe it as the result of ongoing accompaniment, human presence, and inclusion in a supportive community.

Impact Story: A place to be heard

One day, Iryna came to the *Eco-social Wardrobe* in tears. She was not looking for clothes or material assistance. **She shared that her son was serving in the army in Ukraine and that he was missing.** She did not know where her son was or whether he was still alive. There was no practical solution to offer at that moment. No referral, no procedure, no immediate answer. What she needed was time and presence. *“There was nothing concrete we could offer, I prepared tea, stayed with her, and listened. Sometimes it is enough to listen to people. It has a healing effect.” FHC staff member*

Iryna explained that every morning she sent her son a message saying good morning, and every evening another saying good night, even though she received no reply. She continued coming to the center. The staff member had previous training in counselling, which helped guide this response. **For a while, the *Eco-social Wardrobe* became a space where fear and pain could be expressed without judgement.**

Iryna still does not know the whereabouts of her son, but she knows that she can return to the FHC and feel heard and accompanied in this difficult situation.

Outcome B4: Refugees feel legally and administratively supported navigating status and rights

Evaluation Indicator B4.1: At least 85% of beneficiaries who report that FHC effectively helped them understand and manage their legal/administrative situation in Slovakia.

Evidence shows very strong perceived effectiveness of legal and administrative support while also contributing to reduced stress and increased autonomy. **89% (n=39) of legal beneficiaries reported that the support was sufficient to resolve their issue while 98% (n=43) reported that the assistance made administrative processes easier,** (48% strongly agreed and 50% agreed). Similarly, **98% (n=43) of**

respondents indicated that procedures and steps were clearly explained, (59% strongly agree and 39% agree). These findings indicate a consistently high level of clarity and usefulness in the support provided.¹⁸

“She (FHC staff member) helped me step by step, with every document, one by one. She followed up with authorities several times, and then they (authorities) finally called me back. Without this support, I believe the process would not have moved forward.” Ukrainian woman

Evaluation Indicator B4.2 Beneficiaries describe how FHC's legal or administrative support contributed (or failed to contribute) to resolving their situation or reducing distress

Support quality is further reinforced by operational indicators. 98% of respondents confirmed that assistance was provided in a language they understood and in a timely manner, and 98% found the information clear and easy to understand. Follow-up was also common: 75% reported receiving follow-up support when needed, with an additional 11% reporting partial follow-up.

Beyond immediate problem-solving, legal and administrative support contributed to building beneficiaries' confidence and autonomy. **97% (n=42) of respondents reported feeling more confident in solving administrative issues after engaging with FHC**, (52% strongly agreed and 45% agreed). This suggests that support was not limited to transactional assistance, but enabled learning and empowerment over time.

Qualitative evidence illustrates how this support translated into concrete outcomes and reduced distress. Beneficiaries describe step-by-step accompaniment through complex processes, repeated follow-ups with institutions, and clarification of unclear or unreliable information. This support also generated an **unintended but significant outcome: the restoration of dignity and self-worth through formal recognition of qualifications**. Diploma recognition, for instance, is described not only as a pathway to work, but as a validation of personal and professional identity, allowing beneficiaries to be seen, and to see themselves, as capable and qualified individuals.

At the same time, qualitative responses also clarify the limits of support. Some beneficiaries noted that despite clear guidance and protection, **structural barriers—such as age restrictions or other factors for finding a job or housing shortages—could not always be overcome**.

“I was explained what, how, and when I need to do things; FHC staff checked all the documents and explained what I needed to do. The team clearly knows what they are doing.” Ukrainian woman

¹⁸ The range of issues supported reported in the survey reflects the breadth and complexity of beneficiaries' administrative needs. Respondents most frequently reported receiving support related to the explanation of documents (n=32), foreign police procedures (n=21), diploma recognition or qualification confirmation (n=17), health insurance (n=14), employment (n=13), and accommodation (n=11).

Impact Story: “Help for your soul”: Natalia’s path from escape to stability in Slovakia

Natalia fled Ukraine with her two daughters at the start of the war, without a plan or destination, only the urgency to keep her children safe. Upon arrival, she faced immediate obstacles: no accommodation, no language, and no understanding of administrative procedures. She learned about the FHC through a friend and describes the first support as both practical and emotional. *“When you are lost, you don’t know what to do. At FHC I felt someone was here for me. You don’t feel alone.”*

As Natalia began attending Slovak language courses at FHC, she gained the ability to manage everyday interactions with teachers, doctors, and institutions. Over time, the Center became a key source of guidance for administrative decisions. When confronted with contracts or official documents, she did not feel safe navigating them alone. Having staff review paperwork and explain procedures increased her sense of protection and confidence.

One of the most significant steps supported by FHC was the recognition of her university diploma. The process involved multiple documents, translations, and prolonged communication with unfamiliar institutions. When the procedure stalled for weeks, FHC followed up directly and ensured it moved forward. *“Staff helped me step by step, with every document. Without this support, the process would not have moved forward.”*

For Natalia, diploma recognition went beyond employment. It restored dignity and self-respect, allowing her to present herself as a qualified professional and consider future studies. Although Natalia continues to face challenges in finding suitable work, she describes the FHC as a place of emotional protection and stability—one she hopes will continue to exist. *“You can show that you are not uneducated. You are a qualified person. It’s not only practical help. It’s help for your soul.”*

Factors for success, areas of improvement and sustainability analysis – Protection

Key factors for success

- **Skilled focal person for legal/administrative support:** A highly competent Ukrainian staff member functioned as a de facto caseworker, ensuring follow-up, continuity, and clarity in complex procedures.
- **Strong community outreach channels:** Informal networks (especially Telegram) significantly improved access, visibility, and timely information.
- Symbolic pricing for materials in the *Eco-social Wardrobe* was introduced to prevent misuse and ensure fair, needs-based access, while maintaining a respectful and dignified support model.
- **Human, relational approach:** Active listening, moral support, and sustained accompaniment proved as protective as material or legal assistance.
- **Clear and equal rules:** Opening services to both Ukrainians and Slovaks reduced tensions and strengthened social acceptance.

What could be strengthened

- **High dependency on key individuals**, particularly for legal and administrative support, with limited backup capacity.
- **Lack of formal SOPs**¹⁹ to ensure continuity in case of staff absence or turnover.
- **Reliance on volunteers** for core functions, creating risks for consistency and sustainability.
- **Physical space limitations** and dependence on availability of donated goods.
- **Need for earlier psychosocial preparedness**, including training on trauma-informed listening and staff self-care.
- **Limited outreach to highly vulnerable groups**: As services are accessed mainly by those who physically attend the Center, there is a risk that the most vulnerable refugees—those isolated, elderly, or with limited information—are not aware of or able to access available support.

Sustainability considerations

- **Strong focus on autonomy**: Support consistently builds beneficiaries' capacity to manage legal and administrative processes independently.
- **Transferable skills and confidence** reduce long-term dependency on services.
- **FHC positioned as a referral hub**: Even with reduced funding, core protection functions could be maintained through guidance, referrals, and trusted relationships.
- **Sustainability depends more on people and know-how than on service volume**, highlighting the importance of retaining skilled staff and institutional memory.

C. Promotion

Overarching evaluation question: What has been the impact of Promotion actions (education, training, resilience activities) on the development of skills, empowerment, and future prospects (including access to livelihoods)?

Outcome C1: Refugee children improve their academic performance and engagement in Slovak schools.

Evaluation Indicator C1.1: 80% of refugee children supported by FHC are reported feeling more engaged in school

Evidence indicates that FHC support has had a positive and meaningful impact on children's engagement with school, particularly through increased **confidence, emotional well-being, school perception and sense of belonging**.

90% (n=36) of parents reported that their child feels more confident at school (40% strongly agree; 50% agree) since engaging with FHC. Among children supported for at least four months, confidence increased further to **93% (n=28)**, with no negative responses and an increase to 50% of strongly agreed. **This suggests that confidence-building effects strengthen over time of FHC support.**

¹⁹ Standard Operating Procedure

Children’s emotional well-being at school shows a consistently positive pattern since engaging with FHC. Overall, 78% (n=31) of parents reported that their child feels emotionally better at school (40% strongly agree; 38% agree), while 20% were neutral (n=8) and only 3% disagreed (n=1). Among children supported for at least four months, results improve slightly to 80% (n=24), with an increase in strongly agreed to 47%, neutrality remaining stable at 20% (n=6) and no disagreement. This suggests that emotional benefits are sustained over time and may deepen for a subgroup of children, while a consistent minority of families remain cautious or unsure about emotional change in the school setting.

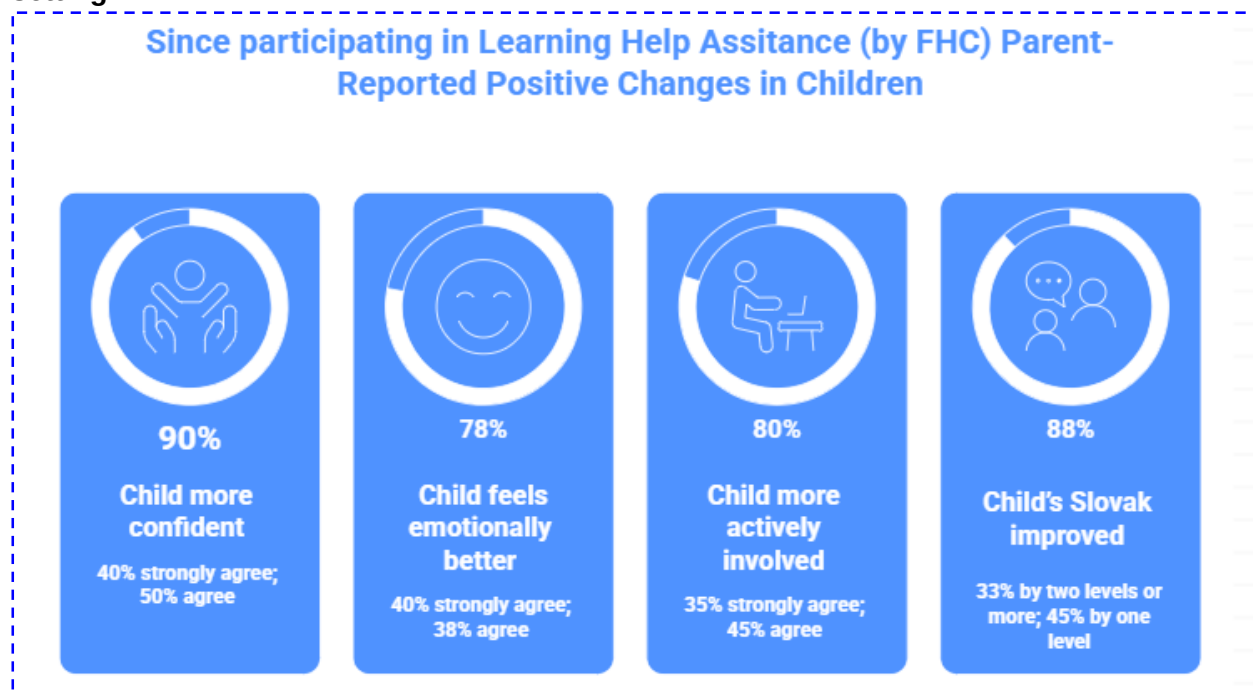


Figure 21: Benefits in children attending Learning Help Assistance reported by parents

Engagement in school life follows a similar pattern. Overall, 80% (n=32) of parents reported that their child is more actively involved in school (35% strongly agree; 45% agree) since engaging with FHC. Among children supported for four months or more, overall agreement declines modestly to 76%, while strong agreement increases to 43% and the proportion of neutral responses rises from 15% to 20%. This suggests that, over time, engagement becomes more differentiated: for some children involvement deepens, while for others progress stabilises rather than continuing to increase, possibly reflecting adjustment to routine school participation rather than a loss of engagement.

Overall, 78% (n=31) of parents observed positive changes in how children perceive school (40% strongly agree; 38% agree), while 20% were neutral (n=8) and 3% disagreed (n=1). Among children supported for at least four months, agreement increased to 80% (n=24) (50% strongly agree; 30% agree), with strongly agreeing increased to 50%, neutrality remaining at 20% (n=6) and no disagreement. This pattern suggests that improvements in school perception tend to consolidate over time, with stronger positive shifts among children receiving more sustained support, while a stable minority remain cautious in assessing change.

Qualitative evidence supports these findings. Evidence suggests that engagement should be understood primarily as confidence, emotional stability, and a sense of belonging, rather than only academic achievement. These elements are described as essential foundations for long-term educational integration.

“It is not so important to learn but to have self-confidence. Especially for younger ones, learning will come only after. They need to build good relationships. To have friends. To have a happy life” Teacher from a public school where FHC beneficiaries attend.

Evaluation Indicator C1.2: Refugee families describe how FHC’s support helped their children succeed or adapt in school

Perceived academic improvement is very strong. 98% (n=39) of parents reported that their child’s school performance improved after receiving FHC support (40% significantly improved; 58% somewhat improved). Among children supported for at least four months, the proportion reporting significant improvement increased to 47% (n=14).

Qualitative data from teachers and parents consistently confirms this trend. Learning Help Assistance is described as directly improving homework completion, preparedness, and continuity of learning, particularly in subjects affected by language barriers. Parents report clear differences in school performance on days when children attend Learning Help Assistance compared to days when they do not.

“Every time the kids face some challenges, they come here for help. Either with homework or with something they did not understand. Every time they are helped here and gradually we see their grades are better at school.” Parent of Ukrainian student

Comparison between the 2024 needs assessment and the 2025 evaluation points to a substantial upward shift in children’s Slovak language proficiency among those supported by FHC. In 2024, 20% of children were reported to have no Slovak language skills, and 30% remained at a basic level, indicating that half of the sample faced very limited Slovak acquisition. By 2025, no children were reported at a “none” level, and the proportion at basic level decreased to 15%, suggesting that initial language barriers had been significantly reduced. **In 2024, only 15% of children were reported to have advanced or fluent Slovak, whereas in 2025 this proportion increased to 53%.²⁰**

Perceived improvement linked to FHC support is high: **88% (n=35) of parents reported that their child’s Slovak had improved (33% by two levels or more; 45% by one level) thanks to FHC support.** Among those supported for at least four months, 93% reported improvement of at least one full level (43% by two levels or more; 43% by one level).

²⁰ The 2024 and 2025 figures are not based on the same sample of children. The 2024 data derives from a needs assessment including both beneficiaries and non-beneficiaries, while the 2025 data includes only children receiving FHC support. Comparisons should therefore be interpreted with caution and understood as indicative of trends.

Qualitative findings show that language, rather than subject difficulty, is the main barrier to academic success. Learning Help Assistance helps children understand task instructions, expected formats, and subject-specific language, enabling them to demonstrate knowledge they already possess.

Slovak language was very difficult for them...the instructions to resolve the exercises. They may know how solve it but they don't really understand the task because of language barriers. Teachers take many things wanted.” Parent of Ukrainian student

Unintended outcomes

1. Beyond academic outcomes, Learning Help Assistance contributes to **informal cultural and social integration**. Parents describe the service as a space where children acquire practical cultural knowledge helping them understand social norms, everyday expressions, and shared practices in the host society.

“It is not only homework. They ask here what they don't dare in school. They build a trust-based relationship with their local teacher. They learn how things work here: how to talk, expressions, what holidays people celebrate. They play games, socialize with locals... Because of this, school feels less foreign to them, not only lessons but life here.” Parent of Ukrainian student

2. Parents also report reduced stress at home, particularly where language barriers previously limited their ability to support schoolwork. In this way, **FHC functions as a mediator between school expectations and family capacity**, strengthening both child and caregiver resilience.

Outcome C2: Refugee adults and youth develop confidence in their ability to communicate in Slovakia

Evaluation Indicator C2.1: % of participants who report increased confidence using Slovak in daily life after FHC language support

Evidence shows a very strong contribution of FHC in beneficiaries' confidence using Slovak in everyday situations. Overall, **96% (n=76) of participants reported feeling more confident speaking Slovak in daily life following participation in FHC language courses**, (27% by two levels or more, 44% in one level and 25% slight improvement). **Among participants attending the course for at least four months, results strengthened considerably: 100% reported improvement**, with 52% indicating progress of two levels or more and 42% one level, **suggesting that confidence and competence increase with sustained participation**.

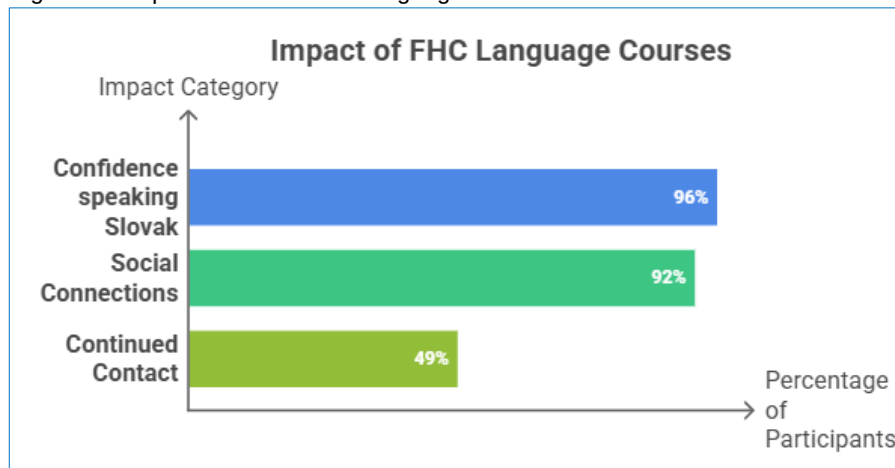
Qualitative evidence strongly supports these findings. Participants consistently describe a clear shift from near-zero or very limited Slovak to functional communication. Many explicitly compare the FHC course to other language courses, highlighting its practical methodology, emphasis on speaking, and responsiveness to learners' needs. Beneficiaries describe being able to write messages independently, formulate requests, and communicate without relying on others—changes that directly underpin increased confidence in daily life.

“I studied Slovak before in other courses, but the result was zero. The book was very old, and it was only theory. Here it is different — here it is theory and practice, the teacher explains until everyone understands, and here I really started learning.” Ukrainian student of FHC

Overall, the data indicates that FHC language support not only improves linguistic skills, but translates into tangible confidence gains in everyday communication, particularly when participation is sustained over time.

Evaluation Indicator C2.2: Beneficiaries describe how language support helped them navigate daily situations and reduce isolation

Figure 22: Impact of FHC Slovak language courses on students



Participants consistently describe language acquisition as a gateway to autonomy, protection, and social participation, rather than as an isolated educational outcome. Survey data shows that **92% (n=73) of participants reported that the language course helped them meet other people (33% strongly agree; 59% agree). Nearly half (49%) reported keeping in touch with classmates**, while an additional 33% reported occasional

contact, indicating that **the course fosters ongoing social connections beyond the classroom**. Among participants attending for at least four months, stronger social effects are observed, with a higher proportion strongly agreeing (48%) that the course helped them connect with others.

“We don’t only study language here. We drink coffee, socialize, and make friends. Sometimes we do activities together, like making candles or perfumes. Ukrainians and Slovaks are together, teaching each other.” Ukrainian student of FHC

Qualitative evidence illustrates how language support reduces isolation in practical, everyday contexts. **Beneficiaries describe being able to speak with teachers, doctors, employers, neighbours, and service providers, interactions that were previously sources of stress or avoidance.** Improved language skills are linked to reduced anxiety in public spaces, greater willingness to ask questions, and the ability to clarify misunderstandings rather than passively accept decisions.

“After the course, I could speak with clients, write messages, and finally feel confident at work.” Ukrainian student of FHC

Participants also describe language learning as a protective factor. Being able to understand procedures, explain one’s situation, and defend rights reduces vulnerability to financial, administrative, or

medical harm. Several beneficiaries explicitly link language skills to feeling safer and more equal, noting that understanding Slovak allows them to challenge incorrect information and avoid exploitation.

“Before, it was really stressful. Every visit, every document, every conversation was stressful, because you don’t understand and you are afraid to make a mistake. Now it is much more comfortable, and I don’t feel that stress inside anymore.” Ukrainian student of FHC

Outcome C3: Refugees feel more capable of contributing to their own development and future prospects

Evaluation Indicator C3.1: % of beneficiaries who report increased capacity in shaping their future thanks to FHC support

Survey data shows that 53% (n=63) of respondents reported having enough income or resources to live independently (13% strongly agree; 39% agree), while **47% (n=57) reported neutrality or disagreement, indicating ongoing financial insecurity for nearly half of the sample**. This highlights that, for many beneficiaries, the ability to shape their future remains constrained by structural factors, particularly access to stable income and employment.

At the same time, 61% (n=73) of respondents reported that FHC contributed to their personal and/or professional development (13% strongly agree; 48% agree). While this proportion is lower than those observed for other outcome areas such as dignity, orientation, or emotional support, it remains significant and suggests that beneficiaries perceive FHC as supporting longer-term capacities, even if concrete economic outcomes are not yet secured.

Qualitative evidence helps explain this gap between increased capacity and material stability. Beneficiaries describe gains in language skills, administrative confidence, and decision-making autonomy as foundational steps towards shaping their future, rather than immediate solutions. Language learning, in particular, is repeatedly described as a prerequisite for employment and independence, enabling beneficiaries to communicate at work, manage written exchanges, and pursue certification or mobility opportunities. Administrative support further reduces uncertainty, allowing beneficiaries to understand processes, avoid risks, and plan next steps more realistically. **Taken together, the findings indicate that FHC support contributes to an emerging capacity to shape the future, primarily by strengthening skills, confidence, and agency. However, this impact remains less pronounced than other outcome areas, reflecting the reality that future prospects are strongly conditioned by external labour market barriers, age, childcare, language level, and the protracted nature of displacement.**

Evaluation Indicator C3.2: Beneficiaries share experiences of taking steps toward education, work, or personal goals after FHC’s help

Qualitative evidence provides strong examples of beneficiaries taking concrete steps towards work, certification, and personal goals after FHC support. Several narratives describe actions such as pursuing diploma recognition, improving employability through language learning, and navigating job-related risks more safely.

“Thanks to FHC, I was able to certify my diploma. Now I can work in my profession, and even go to another country in Europe with this diploma.” Ukrainian woman

Employment-oriented support also appears in the evidence through risk reduction and decision-making around job opportunities. Even where employment outcomes were constrained by structural factors, the support enabled safer choices and reduced vulnerability, an important step towards longer-term livelihood strategies. Finally, multiple accounts suggest that beneficiaries moved from dependence to greater self-direction over time. This is reflected in language-related autonomy and daily functioning.

“Now I already answer the messages myself... I don't have to ask someone to write things.” Ukrainian woman

Factors for success, areas of improvement and sustainability analysis – Promotion

Key factors for success

- **One-to-one learning model for children:** Individualised tutoring allows children to ask “basic” or culturally sensitive questions without fear of judgement—questions they would not raise in school. This directly strengthens confidence and engagement.
- **Relational role of tutors:** Volunteer tutors function not only as academic supporters, but as trusted reference figures. Their patience, proximity in age, and informal style create relationships based on trust, continuity, and emotional safety.
- **Local tutors as cultural bridges:** Tutors are Slovak locals, often young people, who naturally transmit informal cultural knowledge that is rarely explained in classrooms but essential for integration.
- **Institutional partnership enabling volunteering:** The long-standing collaboration with a Catholic school enabled a stable volunteer pipeline for Learning Help Assistance, strengthening continuity and quality of support.
- **Practical and responsive methodology for adults:** Beneficiaries consistently compare FHC language courses favourably to other programmes, emphasising their focus on speaking, real-life situations, and adaptation to learners’ needs, which directly boosts confidence in daily life.

What could be strengthened

- **Stronger link to employment pathways:** While language and confidence gains are strong, beneficiaries express the need for more explicit job-oriented support (job search guidance, vocational orientation, labour market navigation).
- **Reduced dependence on individual volunteers:** The current model relies heavily on the availability and personal commitment of individual tutors. When volunteers leave, relationships of trust are disrupted. Exploring adding team-based tutoring, shared case notes, or tutor pairing could mitigate this risk.
- **Earlier and clearer progression pathways:** Some learners would benefit from clearer guidance

on “what comes next” after initial language or learning support, particularly adolescents and older students.

Sustainability considerations

- **Continuity of Learning Help Assistance:** Children’s confidence and school engagement are closely linked to regular attendance. When tutoring sessions stop or change due to volunteer availability, parents observe a rapid loss of confidence and academic momentum. This indicates the need for stronger continuity mechanisms (e.g. minimum commitment periods, substitute tutors, or overlapping handovers).
- **Need for investment in volunteer support:** Long-term sustainability depends not only on beneficiary capacity-building, but also on investing in volunteers as carriers of trust, cultural mediation, and emotional safety.
- **Scalable but fragile model:** The approach is highly effective but relationally intensive. Scaling or sustaining it requires deliberate planning to avoid burnout, over-reliance on individuals, or uneven quality.

D. Integration

Overarching evaluation question: To what extent have Integration initiatives (employment support, language classes, cultural mediation, social cohesion) contributed to the sustainable social and economic inclusion of refugees in host communities, reducing barriers and fostering coexistence?

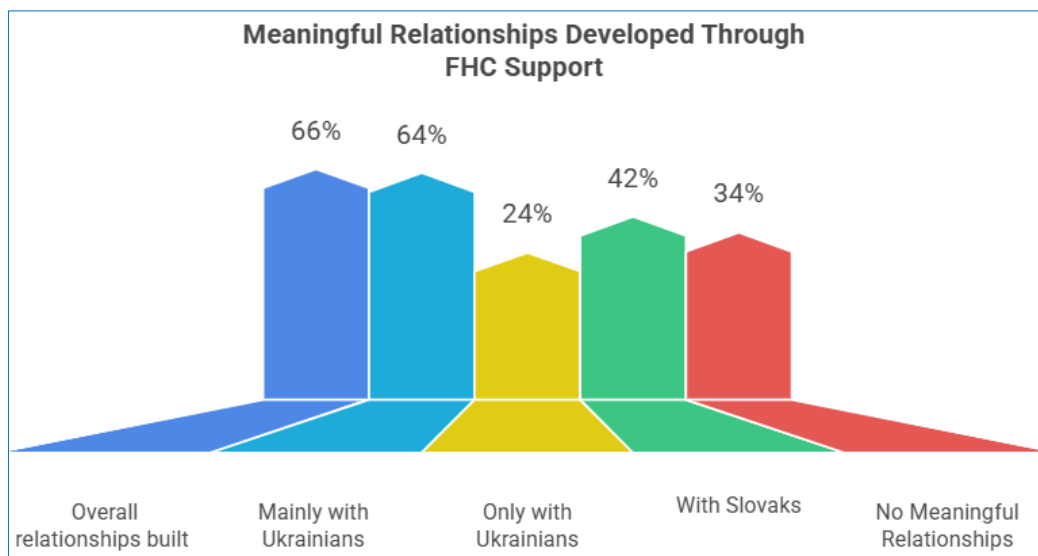
Outcome D1: Refugees build meaningful interpersonal relationships with members of the host community

Evaluation Indicator D1.1: At least 85 % of beneficiaries who report having developed meaningful personal relationships

Survey data shows that **66% (n=79) of respondents have built meaningful relationships through FHC, mainly with both Ukrainians and Slovaks (40%) or with Ukrainians (24%)**. A notable proportion (34%) reported not having developed meaningful relationships or preferred not to answer, indicating variability in social outcomes. This suggests that FHC plays a significant role in facilitating social connections, although not all beneficiaries translate this support into broader social networks.

Evaluation Indicator D1.2: At least 70% of beneficiaries who report having developed meaningful personal relationships with Slovak people

Figure 23: Meaningful relationships built thanks to FHC support



Survey data shows that 42% (n=50) reported developing relationships with Slovak people thanks to FHC (40% with both Ukrainians and Slovaks; 2% only with Slovaks).

Qualitative evidence confirms that FHC is particularly effective in fostering bonding social capital among Ukrainians and some

bridging ties with Slovak volunteers and staff, **but very limited with locals who do not work or volunteer with FHC**. Factors such as language barriers, age, work schedules, and limited informal social invitations (e.g. birthdays, home visits) constrain deeper integration. This suggests that **FHC effectively opens channels for contact with Slovaks but cannot fully compensate for broader structural and social barriers**.

Evaluation Indicator D1.3: Refugees describe how FHC has helped them to make friendships or personal connections

Informants describe the Eco-social Wardrobe as one where relationships form organically and are sustained over time, beyond service provision. The wardrobe is repeatedly described as a place of conversation, mutual help, volunteering, and shared routines.

“A lot of Ukrainians and also Slovaks come here. People talk, help each other, become friends. Many Ukrainians wanted to come back and help as volunteers.” Ukrainian woman refugee

Language courses also contribute, among students themselves or through increased comfort in everyday interactions, talking to neighbours, older people, or acquaintances in public spaces, even if these interactions do not always evolve into close friendships.

Teacher and parent FGDs highlight an important distinction: formal inclusion does not automatically lead to meaningful friendships, especially for children. **While children participate in class, invitations to social events remain limited**. FHC partially compensates for this gap by offering a more relational, welcoming environment where friendships feel easier to build.

"They were accepted by all in the class. But there is a birthday or an event, and they don't get invited. Everything seems ok, but it doesn't seem meaningful." Ukrainian parent

Outcome D2: Refugees feel more confident and comfortable participating in social, educational, or cultural spaces

Evaluation Indicator D2.1: 85% of beneficiaries who report being supported by FHC to participate in public activities or spaces in their community

Survey data shows that **79% (n=95) of respondents reported that FHC gave them opportunities to participate in community activities or spaces** (30% strongly agree; 49% agree), with only 3% negative responses. Additionally, 76% (n=91) reported feeling more confident and able to participate in social or recreational activities (22% strongly agree; 54% agree) thanks to FHC. These results indicate that FHC plays a key role in lowering barriers to participation, particularly by providing structured, accessible, and affordable activities.

Evaluation Indicator D2.2: Refugees describe how FHC helped them joining social, cultural, or recreational spaces"

Qualitative evidence strongly supports this indicator. Across interviews and FGDs, FHC is described as a low-threshold gateway to social participation. Activities such as cultural celebrations, summer camps, workshops, volunteering, and informal gatherings allow beneficiaries to participate without high language, financial, or social barriers.

"This is one of the places where you can come and feel at home. You can talk, help, bring things back, and be part of something." Ukrainian refugee

Teachers highlight that FHC expands participation beyond what schools alone can offer, especially through camps and cultural events. In-depth interviews show that while participation is strongest within FHC-supported environments, it has functional benefits: reducing isolation, supporting family routines, and enabling refugees to remain active in semi-public spaces.

Outcome D3: Refugees develop a sense of belonging within the local context

Evaluation Indicator D3.1: Increasing proportion of beneficiaries who report feeling integrated in Slovakia thanks to FHC support.

Survey data shows a clear increase in perceived integration among refugees over time, **rising from 15% in 2023 to 24% in 2024, and reaching 38% in 2025 reporting feeling integrated or very integrated.**²¹ This represents a progressive upward trend in perceived integration, with the proportion more than doubling over two years. The share of respondents reporting feeling somehow non-integrated, non-integrated, or not

²¹ The year to year comparison is not based on the same sample of people. The 2023 and 2024 data derives from annual needs assessments including both beneficiaries and non-beneficiaries, while the 2025 data includes only FHC beneficiaries. Comparisons should therefore be interpreted with caution and understood as indicative of trends.

integrated at all decreased from 34% in 2023 to 27% in 2024, and further to 10% in 2025. Notably, the category “not integrated at all” fell to 0% in 2025, compared to 4% in both 2023 and 2024. **The majority of respondents (96%, n=116) explicitly attribute improvements in their sense of integration to FHC support** (58% clear effect; 38% partial effect; 4% no contribution).

Qualitative responses clarify how this support translates into perceived integration. Beneficiaries repeatedly associate integration with not feeling alone, having guidance, and being able to communicate and function independently, rather than with full social assimilation. Language courses, legal and administrative assistance, and the relational approach of staff, are cited as key enablers.

Several respondents explicitly link FHC support to emotional stability and protection against isolation and depression, particularly during the early phase of displacement. Others highlight practical dimensions, such as understanding procedures, accessing courses, or simply knowing where to turn for help, as central to feeling more settled.

Intentions on Return

Intentions to return to Ukraine continue to decline sharply, with only 12% of respondents in 2025 expressing plans to return permanently, compared to 20% in 2024 and 48% in 2023²². At the same time,



the share of respondents stating they do not plan to return remains relatively stable but has increased slightly, reaching 23% in 2025 (22% in 2024; 10% in 2023). A notable trend is the sustained growth of uncertainty: 65% of respondents in 2025 reported that they do not know whether they will return, up from 58% in 2024 and 42% in 2023, reflecting prolonged instability and the absence of clear prospects for safe and sustainable return.

When asked how the FHC could support a potential return, respondents identified legal and administrative support related to return procedures (30%, n=36), followed by financial support for

travel or initial reintegration (19%, n=23) and assistance with transferring school or work-related documents (15%, n=18). Psychosocial support prior to return (13%, n=16) and practical travel arrangements (13%, n=15) were also highlighted, indicating that return, where contemplated, is understood as a complex

Figure 24: World cloud based on beneficiary feedback on FHC

22 Ibid

process requiring coordinated legal, emotional, and logistical support rather than a simple one-time decision. **80% of respondents rated the Center between 9 and 10, while only 2% gave a score below 5, indicating a consistently high level of satisfaction.**

The word cloud above reflects how beneficiaries describe the FHC when asked to define it in one or a few words: family, support, care, trust, warmth, and dignity.

Factors for success, areas of improvement and sustainability analysis - Integration

Key factors for success

- **Social events and group activities as entry points to integration:** Cultural celebrations, camps, workshops, and informal gatherings create low-threshold opportunities for interaction that reduce fear, cost, and language barriers.
- **Creation of a “stay and connect” space:** FHC functions not only as a service point but as a social hub where people feel comfortable staying after courses, coming just to drink tea, talk, or meet others. This informal dimension is central to relationship-building.
- **Structured activities** offered at low or no cost enable sustained participation, particularly for families with limited resources, lowering barriers to social and cultural engagement.
- **Relational environment over formal inclusion:** FHC provides a welcoming atmosphere where interactions feel easier and more natural than in formal institutions, supporting both bonding (within refugee communities) and limited bridging (with Slovak volunteers and staff).

What could be strengthened

- **More intentional mixed activities with locals:** While FHC facilitates contact with Slovak volunteers and staff, relationships with Slovak community members outside the Center remain limited. Purposeful joint activities and partnerships with local associations, schools, or municipalities could strengthen bridging social ties.

Sustainability considerations

- **FHC as a transitional integration space:** The Center plays a critical role as a safe, preparatory environment where confidence, language use, and social comfort are built before engaging more broadly with the host community.
- **Scalability through partnerships:** Long-term sustainability would benefit from stronger collaboration with local actors (schools, NGOs, cultural centres, municipalities) to extend integration outcomes beyond FHC activities.
- **Maintaining low-threshold access:** The informal, welcoming nature of the Center is a key asset and should be preserved even if resources fluctuate, as it underpins participation, trust, and continued engagement.

c) JRS Hungary - Hungary

For more contextualized reading, please consult JRS Hungary Theory of Change in Annexes.

1. Demographics

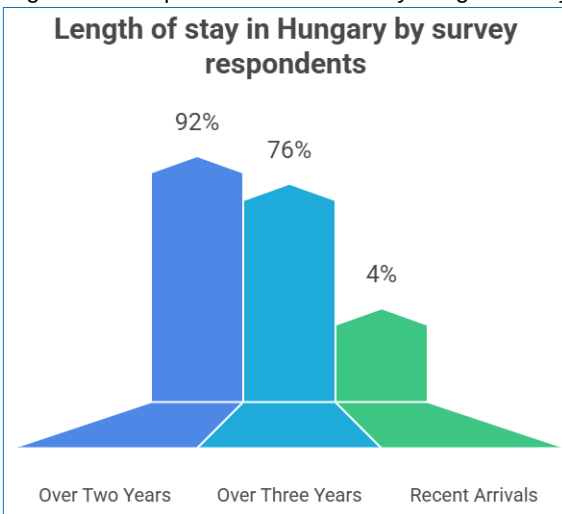
The survey collected responses from 123 individuals. The sample is overwhelmingly female, with **93% women (n=115)** and 6% men (n=7), while 1% of respondents preferred not to answer (n=1).

The respondent profile is largely composed of adults of working age, although with a notable presence of older respondents. Nearly one third of respondents are aged 40–49 (32%; n=39), followed by 30–39 (24%; n=30). A quarter of respondents are aged 60 or above (25%; n=31). Younger adults aged 18–29 represent 10% (n=12), while 9% are aged 50–59 (n=11).

The vast majority of respondents identify as Ukrainian nationals (96%; n=118). A smaller proportion reported Russian nationality (4%; n=5), while **13% reported Hungarian nationality in combination with Ukrainian nationality (n=16)**. In terms of ethnic self-identification, most respondents identify as Ukrainian (83%; n=102). A further 11% identify as Hungarian from Ukraine (n=14) and 4% as Russian from Ukraine (n=5).

The most frequently reported oblasts of origin are Kharkiv (21%; n=26) and Zakarpattia (20%; n=25). These are followed by Kyiv city (9%; n=11), Odesa (7%; n=8), Donetsk (7%; n=8), Dnipropetrovsk (6%; n=7) and Kyiv Oblast (6%; n=7). Smaller proportions reported Zaporizhzhia (5%; n=6), Mykolaiv (5%; n=6), Sumy (4%; n=5) and other oblasts (each between 1% and 2%)

Figure 26: Respondent Distribution by Length of Stay (Hungary)



More than three quarters of respondents arrived in Hungary more than three years ago (76%; n=94), while an additional 15% arrived between two and three years ago (n=19). Overall, **92% of respondents have been in Hungary for more than two years (n=113)**. Only 4% arrived within the last year (4%; n=5). Respondents are highly concentrated in Budapest (89%; n=109).²³ This profile indicates that the sample largely reflect long-term displacement.

Qualitative data collection involved 50 participants, with a strong predominance of women. Overall, 42 women and 8 men participated across different tools. Data collection

²³ The remaining 11% live in other locations (n=14), including Győr, Hajdúszoboszló, Kocs and several smaller localities.

included focus group discussions (FGD; n=33) and in-depth interviews (n=8) with beneficiaries; FGDs and Key Informant Interviews with JRS staff (n=8), and one interview with an external stakeholder/authority (n=1).

2. Impact and results of change

A. Welcome

Overarching Evaluation question: To what extent did the Welcome support (short-term shelter and emergency relief) provide safety, dignity, stability and overall well-being during moments of crisis, and how did it influence beneficiaries' capacity to cope with the situation of displacement?

Early response of JRS Hungary and the Hungarian Society of Jesus

From the earliest moments of the war in Ukraine, both **JRS Hungary and the Hungarian Province of the Society of Jesus responded swiftly and decisively to the humanitarian emergency**. This rapid mobilization was possible thanks to several key factors:

- First, the presence of an **already established JRS Hungary structure**—operational since before the crisis—meant that logistical, administrative, and staffing frameworks were already in place.
- Second, the **Society of Jesus** had a network of Jesuit houses, retreat centres, and community infrastructure that could be repurposed to accommodate refugee families or serve as support hubs.
- Third, a **pivotal contribution came from the Curia Generalizia in Rome**. In the initial days of the war, the Jesuit Curia was greatly involved and requested that all bordering provinces respond immediately to the crisis and coordinate the various emerging grassroots initiatives. The Hungarian Province acted upon this call with clarity of purpose. It appointed a designated lead within the Province to coordinate internal Jesuit resources and work hand-in-hand with JRS Hungary.
- Fourth, the Xavier Network provided both financial and technical support during the early phase of the response. Beyond mobilising emergency funding through coordinated fundraising, the Network also facilitated technical support, cross-country coordination (including JRS Europe office), early needs assessment, strategic alignment, and peer exchange among bordering provinces. This accompaniment supported information-sharing, coherence of action, and collective problem-solving during a rapidly evolving crisis, reinforcing the sense of a coordinated European Jesuit response

Crucially, the strength of the pre-existing Jesuit and JRS communities enabled the rapid mobilisation of funds but also people: a **wide-reaching volunteer network**. Volunteers played a vital role in supporting newly arrived refugees—assisting at borders, supporting accommodation efforts, providing interpretation, and distributing relief items. This solidarity-based mobilisation would not have been possible without a strong internal culture and trusted relationships within the Jesuit ecosystem.

In parallel, JRS Hungary initiated the establishment of a: **a) multidisciplinary refugee centre in Budapest**, a central access point where refugees could be received, registered, and supported in a variety of ways, including counselling, orientation, and Hungarian language support. This centre became the cornerstone of

the *Welcome* intervention. Complementing this structure, a **b) Mobile Team** was deployed, composed of JRS social workers and occasionally other experts, provided professional assistance across the country, especially in cases where beneficiaries could not travel to Budapest. It collaborated with local actors, educational institutions, and civil society groups to ensure contextualised, locally embedded support. Also, **c) the Call Centre**, initially focused on short-term emergency shelter, evolved into a more support-oriented hub that answered over 540 inquiries in 2023 alone. Its transition from crisis response to sustainable case support marked a shift in programmatic maturity. Lastly, **d) provision of Transit Transport**, including two organised bus transports and airfare support, enabled at least 195 individuals to travel safely from the border or points of entry.

Outcome A1: Refugees understand where and how to access available support and services

Evaluation Indicator A1.1: Evidence that support received from JRS contributed to refugees knowing where to access essential services during initial displacement

Qualitative findings across all data sources reveal that displacement was lived as a period of **high disorientation, emotional stress, and lack of knowledge about available services**. Arrival in Hungary often occurred through informal channels—friends, volunteers, or chance encounters at train stations—rather than structured systems.

“When the war started, everything was chaos. We left without really understanding where to go or how long it would take. There were long days on the road, almost no sleep, and constant fear. We were moving from place to place, waiting, not knowing what would happen next.” Ukrainian refugee

JRS emerged in this context as a stable point of reference. In several interviews, beneficiaries described being referred to JRS after other organisations were unable to provide adequate support. JRS filled gaps in early orientation by helping people register children in school, translate essential documents, understand their legal status, and access housing support. Staff were perceived not only as providers of information, but as people who took time to explain, accompany, and reassure.

Survey data confirms the orientation role played by JRS Hungary. **86% (n=7) of respondents agreed (43% strongly agree; 43% agree) that JRS helped them understand where to find the most needed services after arrival**. Over time, the support provided by JRS enabled beneficiaries to move from disorientation to autonomy. Beneficiaries reported increasing confidence in accessing institutions and services, often citing JRS as the starting point of this transition.

“The begging was awful. I arrived with two children. I remember it was very wet. I felt lonely, I didn't know how to communicate. I didn't know anyone. Then I got to know him (JRS staff). Everything changed there. He told us they could help us pay the rent. I got a level of help that I couldn't imagine before. It was indescribable, we were very thankful.” Ukrainian refugee woman

Most beneficiaries first learned about JRS Hungary through informal or social referral networks rather than institutional pathways. According to survey data, over **half of respondents (52%, n=64) were informed by acquaintances—friends, family members, or neighbours—**while an additional **20% (n=24) were referred**

by other NGOs and 18% (n=22) by volunteers or staff of non-JRS organisations. Digital outreach played a smaller role, with only 10% (n=12) citing Facebook or other social networks. These patterns align with qualitative findings across interviews and focus groups, which describe JRS as a “word-of-mouth” organisation—one that refugees discovered not through official signage but by recommendation. In this sense, **JRS did not operate as a “first contact” for most, but became a trusted second-line support that filled gaps and restored trust. Once contact was made, JRS often became a long-term reference point in people’s displacement journeys.**

Outcome A2: Refugees feel less disoriented and more emotionally settled upon arrival

Not a journey, but an escape: Voices from Ukrainian Refugees

“In the train, we sat six or seven on one “four-person bench”. Some sat on the floor. It was cold. People were crying. The lights were off and they asked us to turn off our phone’s internet so the Russian army could not track the density of people and attack us. The children kept asking, ‘Where are we going?’ But we didn’t know what to answer—we were just running away from the war.”

“We lived under occupation for 50 days. Leaving was not a matter of choosing a route, but of finding a way out at any cost. There was no organised evacuation and no humanitarian corridor. We did it though Russia so that my husband could leave the country. At each stop, Russian soldiers searched our bags, took off his clothes and checked our phones. The experience was humiliating.”

“My son was deeply affected by what he witnessed during the journey. He was shocked. He felt anxiety. Even after arrival, the impact remained visible. He repeatedly drew scenes of war and searched maps for the city they had left behind, trying to understand what had happened.”

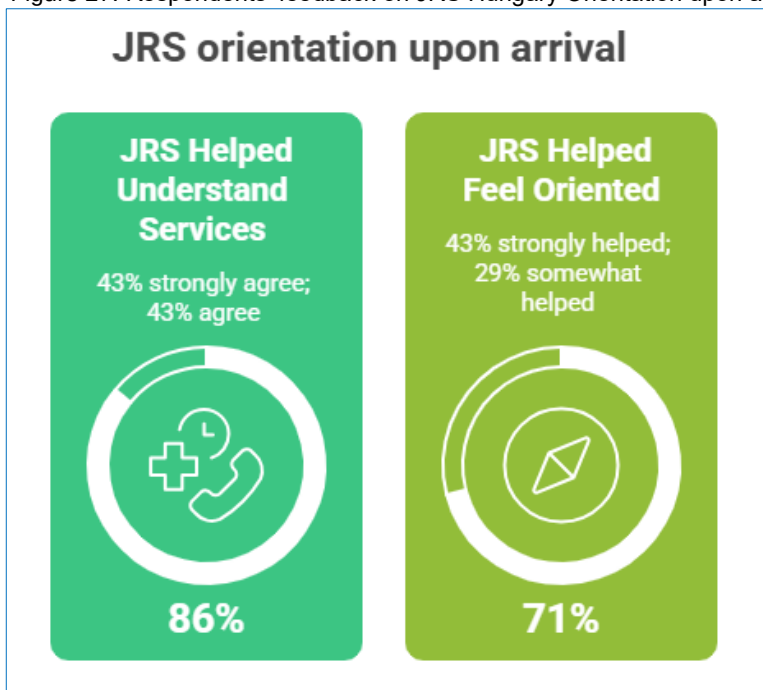
“We can’t tell these stories without crying. We felt that we were people of lesser class. Like second class. Our human rights were destroyed.”

“On the 24th of February, I was supposed to go to my university to teach. I woke up not to an alarm clock, but to bombs behind my window. We did not believe this was finally happening”

“In Izium the bomb fell meters away from us. Later a drone fell near our home...we decided to leave”

Evaluation Indicator A2.1: Refugees report that JRS played a meaningful role in helping them navigate the challenges during the early phase of arrival

Figure 27: Respondents' feedback on JRS Hungary Orientation upon arrival



Emotional disorientation was a major theme in interviews and focus groups. **Many beneficiaries arrived in Hungary after long, traumatic journeys, often carrying visible and invisible scars.** While orientation was one challenge, emotional instability and anxiety were equally present. Respondents described feeling “lost,” “incompetent,” or “unable to start,” especially in the absence of language skills or social networks.

The role of JRS in promoting emotional settlement was not primarily through therapeutic interventions, but through presence, respect, and reliability.

“Meeting JRS was the first moment I felt someone truly understood me. They helped with housing and explained what steps to take. I was very happy. I cried.” Ukrainian refugee

These qualitative insights align with survey results, where a majority of respondents affirmed that JRS support helped them feel emotionally more settled. **71% (n=5) stated that JRS helped them feel oriented and able to cope during the first weeks or months after arrival** (strongly helped 43%; it helped but still missing important information or advice 29%²⁴).

The most valued aspects were not transactional (e.g. vouchers or documents), but relational: the ability to feel heard, accompanied, and respected during an extremely vulnerable time. Importantly, the role of JRS in this emotional transition was amplified by the holistic nature of its support—combining material assistance, practical orientation, and social presence. This multi-layered response created a stabilising effect in the midst of the crisis.

Outcome A3: Refugees experience a dignified and stable initial accommodation process during their arrival phase

Evaluation Indicator A3.1 Refugees report that short-term accommodation support from JRS contributed to stability and helped prevent homelessness during the early stages of displacement

Access to dignified and immediate housing support emerged as a key factor in early protection. **From February to June 2022, JRS Hungary provided short-term shelter to 159 individuals through Jesuit**

²⁴ The survey included an open-text field inviting respondents to elaborate on what was “missing” in the support received. However, respondents did not provide additional details. Furthermore, limited survey participation and qualitative input were obtained from individuals supported during the earliest phase of arrival, which restricts deeper interpretation of this category.

flats, religious houses, and private homes coordinated via the Catholic network. This rapid mobilisation of spaces prevented temporary homelessness, particularly in the critical window when other emergency shelters were full or inaccessible.

In interviews, beneficiaries consistently emphasised the role of JRS in bridging the gap between private hosting and longer-term solutions. Short-term accommodation (ranging from two weeks to three months) was often described as a “lifesaving bridge” that allowed families to stabilise while seeking employment or permanent housing.

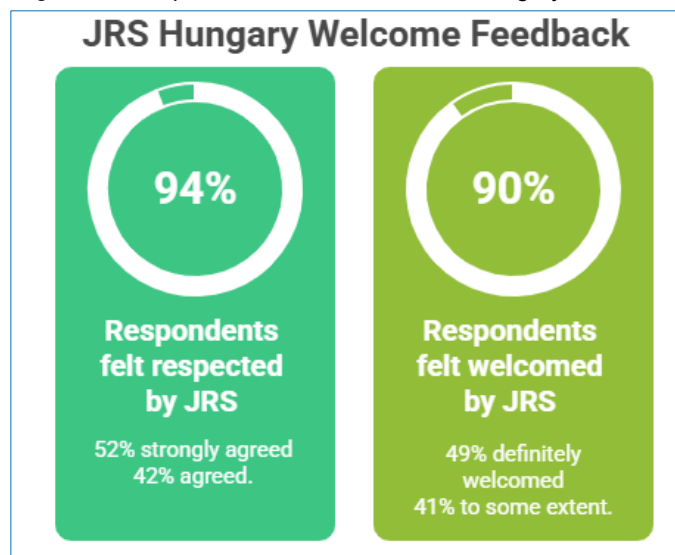
“When we finally arrived, we were exhausted. We had left our homes, our work, everything. We didn’t know the language; we didn’t know how the system worked. The most important thing at that moment was simply to have a place to stay and feel protected.” Ukrainian refugee

Beyond shelter itself, JRS also offered support with tenancy agreements, accompaniment to housing offices, and assistance with rental deposits. These efforts contributed not only to physical protection, but to psychological stability and a renewed sense of agency. However, qualitative and monitoring data suggest that demand occasionally outpaced capacity, and that housing support was not always available for those who arrived in later months.

Outcome A4: Refugees perceive the reception process as respectful and humanising

Evaluation Indicator A4.1: At least 90% of refugees affirm that their interaction with JRS staff and volunteers made them feel respected and treated with dignity

Figure 28: Respondents’ feedback on JRS Hungary treatment



The data shows that **94% (n=123) of survey respondents felt respected and treated with dignity by JRS staff and volunteers (strongly agree 52%; Agree 42%)**. In parallel, 90% (n=110) said JRS helped them feel welcomed upon arrival (definitely 49%; to some extent 41%).

This perception was strongly reinforced by qualitative evidence. Across interviews and focus groups, JRS was repeatedly described as a place where people were met with kindness, respect, and genuine interest. What distinguished JRS from other organisations was not just the availability of services, but the quality of interaction.

“Every time I felt respect is here. They listen to meand genuinely care. Even when they can’t help.” Ukrainian refugee

The preservation of dignity in moments of dependency was a recurrent theme. In contrast to other agencies where people felt “judged” or “rejected,” JRS was perceived as a space where one could ask for help without shame. Beneficiaries recalled moments when the emotional tone of the interaction—warmth, patience, humour—restored a sense of worth and humanity. Notably, JRS was able to uphold these values even when no material support could be provided. In such cases, the act of listening and the willingness to accompany were described as equally valuable.

“I’m very glad that JRS welcomed us so warm-heartedly because we have the Hungarian nationality and many associations just cannot deal with us” Ukrainian refugee woman

Factors for success, areas of improvement and sustainability analysis - Welcome

Key factors for success

- The **prior existence of JRS Hungary** allowed for an immediate response structure, including staff, legal status, and physical infrastructure.
- The Curia called on bordering provinces to prioritise the emergency and coordinate resources across Jesuit entities; **the Hungarian Province responded decisively to this call**, ensuring strong internal alignment and rapid mobilisation. The **use of Jesuit houses, networks, and volunteer systems** enabled early-stage accommodation and mobilisation of multilingual and professional support.
- The presence of an **intercultural mediator** strengthened the team’s capacity to serve monolingual Ukrainian clients and facilitate effective communication.
- Unlike many institutions, **JRS Hungary adopted a needs-based rather than status-based approach**. Services were made available to all people fleeing the war or unable to return to Ukraine, including individuals with dual (Hungarian–Ukrainian) citizenship, third-country nationals, and those holding temporary protection.
- A **large network of volunteers**—many already connected to the Jesuit community—was rapidly activated. Their roles ranged from translation and accompaniment to logistics and emotional support, bridging crucial service gaps during the early emergency.
- Beyond material aid, beneficiaries consistently valued JRS’s capacity to **listen, accompany, and treat them with dignity**. This moral and emotional support proved as stabilising as housing or legal services.

What could be strengthened

- **Structured monitoring mechanisms should be strengthened to ensure systematic data collection and results tracking in future emergency responses.** During the early emergency phase, JRS Hungary focused on direct service provision, which limited its ability to systematically collect data on beneficiaries leaving some gaps for quantifying the services or for disaggregated data on gender, age, and vulnerability. Additionally, no baseline was established, and progress could not be measured against clear indicators. While some operational data were gathered, there was no structured monitoring framework to track outcomes or effectiveness over time.
- **Stronger and more systematic vulnerability assessments should be embedded from the**

outset of emergency responses to support prioritization and resource allocation. In the absence of formal vulnerability assessments during the initial response, support—particularly accommodation—may not have consistently prioritised those most at risk. While JRS responded to immediate needs, the lack of vulnerability assessments may have inadvertently allocated limited shelter resources to individuals who might have had access to alternative options, potentially leaving more vulnerable persons underserved.

- **Frontline staff were intensely engaged in accompanying beneficiaries**—listening to traumatic stories, responding to emergencies, and often “doing everything for everyone.” However, **many lacked prior training in emotional self-regulation and First Psychological Assistance.** The absence of structured psychological support or boundaries in the early phase increased the risk of burnout and doing additional harm to beneficiaries.

- **Greater structured support from the broader JRS network during the early emergency phase could have strengthened systematisation across several areas**, including the rapid deployment of harmonised monitoring tools, baseline and results frameworks, and standardised vulnerability assessment mechanisms. Early technical guidance on emergency-focused management models — particularly in prioritisation criteria and shelter allocation — may have enhanced consistency in targeting those most at risk while operating under significant time pressure and resource constraints.

Sustainability considerations

- **Reliance on volunteers and a relatively small core staff means that scalability remains limited if future surges in displacement occur.** The expansion of permanent staff (from 5 to 13 by early 2023) has increased institutional capacity.

- **JRS has progressively transitioned from emergency to medium- and long-term support**, including integration-focused services (e.g. alternative support for long term housing, language, psychosocial etc.).

- **Continued funding through the One Proposal and Jesuit networks**, combined with diversified partnerships, enhances the sustainability of the model.

B. Protection

Overarching Evaluation question: How has support under Protection (housing, food, psychosocial support, legal assistance) impacted people’s security, mental health, access to rights, and reduction of vulnerabilities?

Outcome B1: People regain a sense of physical safety and personal security in their daily lives

Evaluation Indicator B1.1 At least 80 % of beneficiaries who report feeling physically safe and personally secure in their daily lives as a result of housing support received from JRS

“The most important thing for many of us Ukrainians here is housing... it gives you the feeling that you are safe, protected. It gives you stability.” Ukrainian refugee woman

100% of respondents receiving housing support (n=36) reported that housing support from JRS helped them feel physically safe and personally protected (81% definitely; 19% to some extent).

Although the assistance was not designed to fully cover all housing expenses, it consistently acted as a stabilising contribution. 46% (n=16) of respondents said the cash support was enough to cover their housing costs, while 40% (n=14) stated it helped a lot but they needed to find additional funds. Only 11% (n=4) reported that it helped little and was insufficient. A cross-analysis with economic vulnerability does not reveal a clear correlation between vulnerability status and perceived insufficiency, possibly reflecting the tailored nature of the support provided. Beneficiaries relied on income from work, family support, savings, or debt to bridge the gap. **The sense of safety emerged despite the partial nature of the support, suggesting that even time-bound or complementary assistance can have a strong protective effect when delivered at critical moments.**

Access to the programme was generally smooth: **94% (n=34) found the process easy or manageable (58% easy; 36% possible with effort), and 83% (n=30) received payments without any problem.** Minor delays or communication difficulties were only reported by a small number of participants. Participants highlight the time-bound and transitional nature of the support, indicating a clear understanding that JRS assistance was not permanent but intended to cover critical gaps.

Open-ended responses consistently point to the value of housing assistance in moments of acute vulnerability. Many stated that they would not have managed without this support, particularly in periods of illness, job loss, medical and caregiving responsibilities that prevented full-time employment, end of private hosting illness, or when facing rapidly rising housing costs. In these cases, housing assistance functioned not only as material support, but as a source of psychological relief and protection from further destabilisation.

"I came with my teenage son and was on my own. I got cancer and could not access any job...if it weren't for housing assistance I can't imagine what I would have done...it would have been impossible to survive in Budapest. It was an absolute help for my family." Ukrainian refugee woman

Evaluation Indicator B1.2: Beneficiaries describe a sustained sense of personal safety and protection thanks to the support received from JRS

85% of respondents (n=105) reported that JRS helped them feel safer (34% definitely; 51% to some extent). This perception of protection was not limited to physical housing, but extended to the way support was provided: **predictably, respectfully, and with emotional presence.**

Across qualitative information, housing assistance consistently emerged as a core driver of stability. However, beneficiaries also emphasised the human factor as equally important: **emotional support, active listening, accompaniment to services, and availability of staff during critical moments.** For many, this relational approach contributed to a deeper sense of protection and psychological safety.

"They have always been extremely attentive and polite. Their attention to detail, gentleness and willingness to help in any situation have been a great support for me. I have repeatedly turned to them with various questions and they always tried to find a solution and really found it. This was extremely valuable to me at the beginning and remains important to this day." Ukrainian refugee

Evaluation Indicator B1.3: 80% of voucher recipients who report that the value and frequency of support was sufficient to cover their basic food needs during the support period

Among voucher recipients (n=82), 11% reported that the support covered almost everything, while 56% said it helped but they had to cover the rest, and 33% said it only helped a little. **Those receiving vouchers for six months or more reported significantly higher sufficiency than those who received support once or for shorter periods.** 21% of those who received vouchers for six months or more said the support “covered almost everything,” compared to just 8% among those supported for 1–3 months, and 11% among those supported only once. Meanwhile, the percentage of respondents who said the support “only helped a little” was significantly lower among long-term recipients (11%) than among short-term recipients (33% for 1–3 months; 42% for one-time support).

“It’s not that the vouchers give you freedom to live a comfortable life... but they allow us to buy something more and survive.” Ukrainian refugee woman

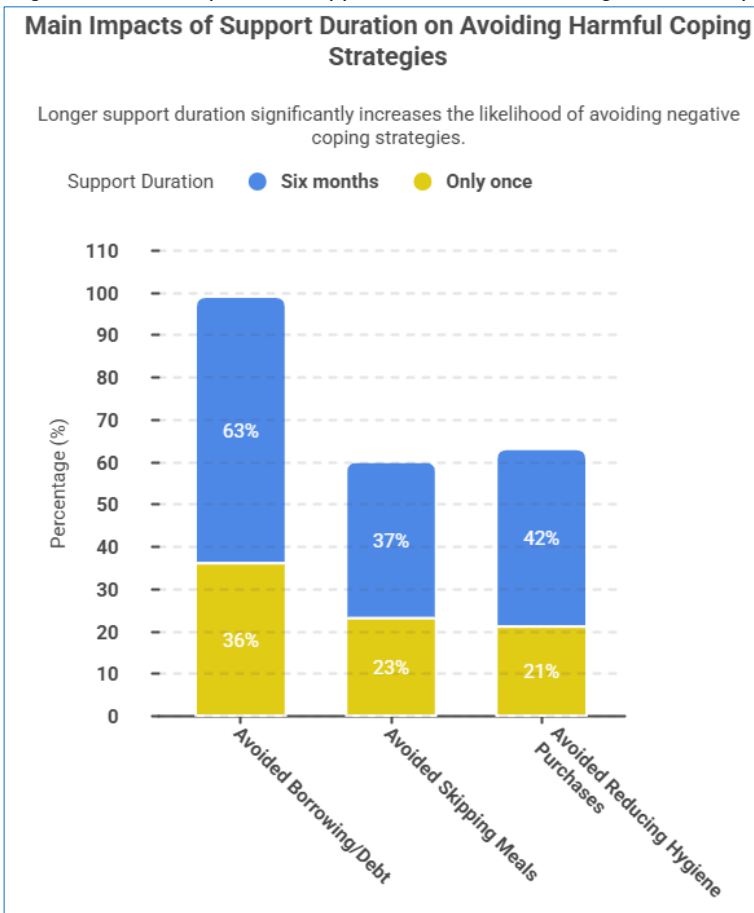
Timeliness of support also correlated with duration. Among those receiving support for six months or more, 95% reported receiving the vouchers on time, compared to 83% of those supported for 1–3 months and 85% of one-time recipients. Delays were most frequent among short-term beneficiaries: 17% of those supported for 1–3 months said the vouchers came late (though still helpful), and 5% of one-time recipients said they came too late to be useful. This suggests that longer engagement improved both adequacy and delivery consistency.

Evaluation Indicator B1.4: 80% of voucher recipients who report that the support helped them avoid harmful coping strategies (e.g. skipping meals, debt, reducing hygiene, etc.)

Avoidance of negative coping strategies was notably higher among those who received support for six months or more. In this group, 63% avoided going into debt, 37% avoided skipping meals, and 42% avoided reducing hygiene purchases. By contrast, among those who received support only once, these figures dropped to 36%, 23%, and 21% respectively. **This pattern confirms that longer and more consistent support had a significantly stronger protective effect, allowing families to maintain essential expenditures and avoid harmful trade-offs.**²⁵ This is strongly confirmed by qualitative evidence where risk of accumulating debts is a constant concern among refugees and most present for those who report not receiving support anymore. This confirms that while not eliminating all risks, JRS support significantly reduced immediate financial pressure and helped households maintain basic living standards without resorting to extreme measures but autonomy risk persists without support.

²⁵ The evaluation did not collect specific data to assess potential dependency effects associated with longer-term support. The qualitative sample combined participants receiving continuous and sporadic assistance, and the survey did not include indicators to measure reduced autonomy or behavioural shifts over time. Future programming could incorporate monitoring tools to track continuity and intensity of support in order to analyse this dimension more rigorously.

Figure 32. Main Impacts of Support Duration on Avoiding Harmful Coping strategies



“...vouchers support stopped. Now we use credit cards from Ukraine... and we have to pay one day for all of it. The vouchers helped us to avoid making our debt higher ”
Ukrainian refugee woman

Evaluation Indicator B1.5: Refugees describe the voucher system as relevant, easy to use, and respectful of their dignity and preferences

The voucher system was widely regarded as respectful, relevant, and user-friendly. **96% (n=80) of respondents reported it was easy to use, and 75% (n=62) said they preferred receiving vouchers over other forms of aid.** Participants also noted that voucher use was smooth at checkout, broadly accepted by supermarkets, and enabled budgeting flexibility. Respondents appreciated being able to select products themselves, which **preserved dignity, autonomy and reduced stigma.**

However, 49% (n=41)²⁶ of respondents said they would also have preferred cash assistance, making it the most frequently preferred alternative to vouchers. This preference is consistent with broader humanitarian evidence, which highlights that cash transfers are often preferred by affected populations for their greater flexibility in meeting diverse and evolving needs. While vouchers offer strong protection against misuse and allow for targeted support (e.g. food, hygiene), cash enables recipients to address urgent or context-specific expenses such as rent, transport, or medication.

Outcome B2: Refugees regain emotional stability through reduced psychological distress

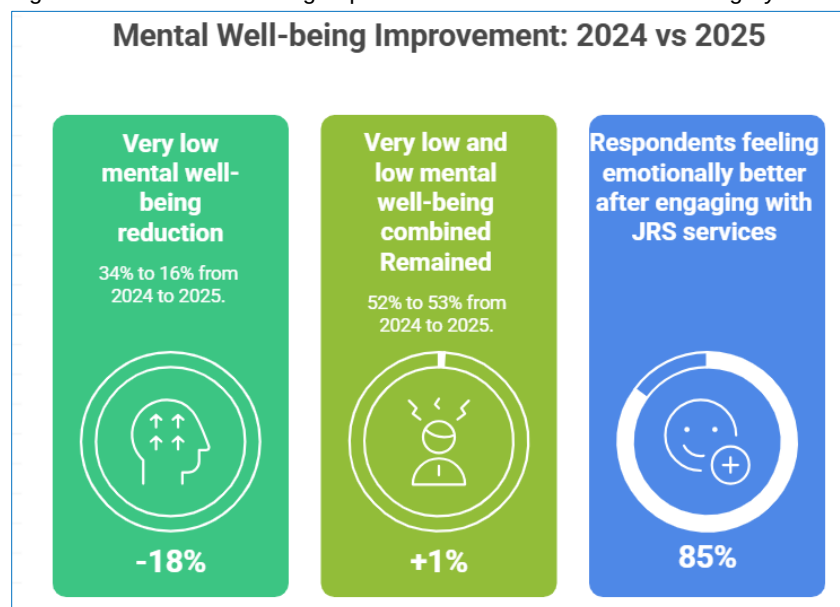
Evaluation Indicator B2.1: At least 70% of beneficiaries who report feeling more emotionally stable and less distressed since engaging with JRS services

Evidence from both quantitative and qualitative sources indicates that engagement with JRS is associated with higher levels of emotional stability and reduced psychological distress.

²⁶ Survey question was multiple choice

Among survey respondents in 2025, very low levels of mental well-being (score of 5 or less) dropped to 16% (n=20), compared to 34% (n=27) in the 2024 non-beneficiary group.²⁷ While overall well-being scores remained moderate, with only slight increases in medium and high categories, this marked 18-point reduction in extreme distress suggests that JRS support helped many participants avoid further emotional decline²⁸. The average well-being score was also higher among beneficiaries (13) than among 2024 non-beneficiaries (11)²⁹. As in 2024, the 50–59 age group continues to report the highest rate of very low well-being (27%), down from 56% in 2024, confirming the persistence of vulnerability among older adults.³⁰

Figure 33: Mental Well-being Improvement: 2024 vs 2025. JRS Hungary



Perceived emotional improvement is clearly attributed to JRS. **85% of respondents (n=102) reported that the support they received helped them feel emotionally better or more supported** (39% definitely; 46% to some extent), while only 16% reported no emotional benefit (13% no; 3% not at all). **Among those who participated in psychosocial or emotional well-being activities, the sense of emotional relief was even more pronounced, with 90% reporting improvement** (47% definitely; 43% to some extent).

The strongest pattern observed is not a shift from distress to high well-being, but rather a **transition from very low to moderate levels**, aligning with JRS Hungary's strategy of progressive, trust-based emotional support rather than clinical mental health care. Qualitative responses consistently link emotional relief to feeling accompanied, listened to, and supported in a respectful, humanising way.

Open-ended responses identify the most common stressors affecting beneficiaries' emotional well-being. These include, listed to most to least repeated, war-related fears, such as anxiety about loved ones still in Ukraine, constant exposure to distressing news or serving in the army; financial insecurity and joblessness; worsening health conditions without accessible care; housing instability; isolation from family; and grief following the death of relatives. Additional stressors included language barriers; and daily struggles with caregiving, especially for children with disabilities. Respondents repeatedly highlighted uncertainty about the future as a pervasive source of anxiety.

²⁷ See WHO Mental Wellbeing Index construction in the Methodology section. Index consists of five questions that ask individuals to rate their well-being over the past 4 weeks. The responses are measured on a scale ranging from 0 (not present) to 5 (constantly present). The sum, ranging from 0 to 25, provides a numerical representation of an individual's mental well-being, with higher scores indicating better psychological well-being.

²⁸ These differences should not be interpreted as direct causal effects, but they provide contextual evidence that beneficiaries engaged with JRS services report better emotional well-being outcomes than individuals facing similar displacement-related stressors without such support.

²⁹ Out of a maximum score of 25

³⁰ Gender-disaggregated analysis was not feasible due to the high percentage of women in the sample.

Respondents most frequently cited the following elements as key to their emotional well-being: warm human interactions, the ability to talk to someone regularly, support for their children, and participation in small-scale community activities. **For many, JRS was the only organisation offering such spaces after others had closed or reduced services.**

While structural vulnerabilities and ongoing stressors remain, JRS Hungary's model of psychosocial accompaniment contributed meaningfully to emotional stabilisation among displaced individuals and families.

"I am very worried about my son-in-law. He is in the army in Ukraine, and every day I am afraid of what can happen to him. This fear is always with me. Even when everything looks calm, inside I am not calm, because he is there" Ukrainian refugee woman

Evaluation Indicator B3.2: Beneficiaries describe how JRS support contributed to reduced emotional stress, anxiety, or improved mental well-being

Across interviews and focus groups, JRS support was frequently framed as a turning point from emotional collapse to stabilisation. Emotional improvement was attributed less to formal psychological intervention and more to consistent human presence, availability, and respect. They highlighted the emotional impact of being listened to, called by name, and treated with kindness.

The MHPSS model at JRS Hungary is intentionally non-clinical in its first stages. It combines low-threshold group activities (e.g. yoga (asana), baking, crafts) with informal emotional support and selective referral to professional counselling. This design reflects a culturally sensitive, trust-based approach that avoids pathologising distress. Activities are framed as safe spaces rather than therapy, allowing beneficiaries to process emotions in community before engaging in individual therapy if needed.

This progressive model was especially important given the initial resistance to psychological support among many refugees. Staff reported that early on, beneficiaries strongly rejected mental-health-focused services, saying "we are not stupid" or "we don't need this." Over time, however, emotional openness increased through repeated encounters in group spaces, practical assistance, and shared routines.

Participants described this evolving trust using terms like "warmth," "presence," "feeling at home," and "someone to talk to." These qualitative insights confirm that perceived emotional safety is a key protective factor.

"Now that it's not only survival... they start to do something to take care of themselves." MHPSS JRS specialist

This shift from crisis response to future orientation is one of the most significant outcomes of the MHPSS system, even if it is not easily captured in clinical indicators.

Numerous testimonials linked emotional support to activities such as yoga, master classes, meetings with social workers, and symbolic gestures (e.g. receiving bicycles, gifts for children). The role of JRS staff was consistently described as central. Participants mentioned individuals by name, praising their gentleness, reliability, and problem-solving ability.

Several participants also described JRS as the only remaining space for emotional and social support, contrasting it with organisations that had reduced services over time. The combination of regular presence, non-judgmental care, and flexibility made JRS unique in their view.

Outcome B4: Children with special needs receive appropriate support for their development, communication, and emotional well-being

Evaluation Indicator B4.1: Families report improvements in their child's communication, behaviour, or developmental progress as a result of the support received from JRS

Since late 2023, JRS Hungary has responded to a growing and largely unmet need for specialised support for refugee children with disabilities and developmental delays. Structural limitations in the national care system, particularly the shortage of trained professionals and the linguistic barriers, limit access to services. JRS Hungary introduced targeted Special Educational Needs (SEN) support, which evolved over time into a key component of the protection offer.

The programme began in December 2023, with the hiring of a Ukrainian-speaking specialist to deliver individual speech therapy and developmental sessions. These one-on-one interventions provided an entry point for children who would otherwise have been excluded from the Hungarian support system due to language or administrative barriers. By early 2024, demand increased substantially. JRS responded by expanding the team, adding a Hungarian-speaking SEN teacher, who joined the Ukrainian-born SEN teacher colleague, and integrating support from psychologists and language instructors. This multi-pronged expansion allowed for a broader and more consistent offering of developmental services, particularly for non-verbal children, those with autism spectrum conditions, and others with complex needs.

Impact Story: How JRS helped turn Danylo's silence into first words

Iryna arrived in Hungary with her young son, Danylo, after a long and dangerous journey out of occupied territory (Kupiansk, Kharkiv). To avoid her husband being denied permission to leave the country, they traveled through Russia, crossing multiple borders and spending days under police checks and questioning before finally reaching Hungary. By the time they arrived, Danylo was just one-year-old. *"For about two years he had no treatment, at two years and eight months, Danylo did not speak. He couldn't say anything."*

During this time, Iryna could not work. She spent her days caring for her child while trying, unsuccessfully, to find specialised support. The Red Cross recommended her to reach JRS. JRS helped her with vouchers and when she explained her situation, JRS stepped in. *"They told me they had a Ukrainian speaking speech therapist."*

Once a week, Iryna brought Danylo to the sessions. The work started from the most basic level. In the first

sessions, the therapist focused on sounds and movement. The first thing he had to do was to hit with a hammer and say the sound, “tuk-tuk-tuk”. Gradually, the sessions expanded. Danylo worked with his fingers to develop a pointing gesture, repeated everyday sounds, explored textures with his hands and feet, and learned to connect sound with meaning. *“And then he suddenly started to say mama! And to say to say, give me!”* Progress was slow, repetitive, and carefully structured. But after three months, something changed. *“After three months... the child started to talk in full words! That was like a wonder for me.”*

With continued support from a psychologist-rehabilitologist, Danylo began to use words meaningfully. *“He doesn’t simply say these words... he says in the right time.”*

The support did not remove all difficulties. The sessions were limited, and alternatives outside JRS were not accessible. *“It’s the only organization that helped us during a long period of time.”*

Today, Danylo’s progress remains fragile but real. For Iryna, JRS became the place where her child was taken seriously — and where moving from silence to first words became possible.

Outcome B4: Refugees feel legally, medically and administratively supported in navigating their status and rights

Impact Story: Oksana’s experience: lost but finding time, attention, and presence in JRS

Oksana left Ukraine with her two children on the 26th of February 2022, just 4 days after war broke out. The border crossing took 24 hours. Soldiers were coming and going. There were a lot of police and soldiers on the border. She arrived in Hungary with no passport, no information, and no idea where to start. *“I didn’t know where to go, how to contact a doctor or anyone else. I didn’t even know where the shops were.”*

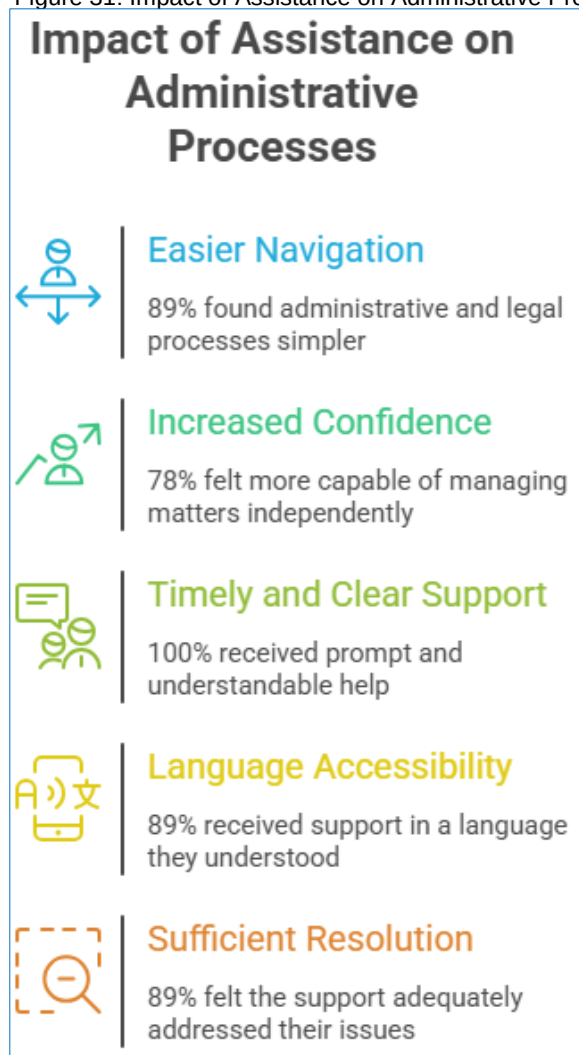
The war did not stay behind. It followed the family into daily life. *“My daughter has had panic attacks and both are still afraid... even after four years.”*

Oksana was not only carrying her own uncertainty, but her children’s distress. When she finally reached JRS, she was not looking only for material support. She had already experienced rejection elsewhere. But JRS offered time, attention, and presence. *“That was the moment when I felt that somebody understands me. I was very happy. I cried. I was very happy that there was someone who could hug me right then.”*

Through temporary housing support and vouchers from JRS, Oksana was able to keep her family together, pay the rent, and regain a sense of control. More importantly, she found a place where asking for help did not mean losing dignity. There was no promise of endless assistance. The staff member was honest about limits. *“I never felt that I was left out. Every time I felt respected here.”*

Oksana’s life is still difficult. She works in low-paid jobs, dreams of training, and worries every month about rent. But she knows where she can return if things fall apart again — a place where she is heard, understood, and treated as a person, not a case.

Figure 31: Impact of Assistance on Administrative Processes



Evaluation Indicator B4.1: At least 85% of beneficiaries who report that JRS effectively helped them understand and manage their legal/administrative/health situation in Hungary

Quantitative data indicates a high level of satisfaction with the legal, medical, and administrative support provided by JRS Hungary. **A total of 89% of respondents (n=9) stated that the assistance received made administrative and legal processes easier to navigate** (44% strongly agree; 44% agree), and 78% (n=7) reported feeling more confident in managing such matters independently (22% strongly agree; 56% agree). **All respondents (100%) confirmed that the support was delivered on time and described it as clear and easy to understand. Additionally, 89% (n=8) said the assistance was provided in a language they understood.**

Survey data also shows that JRS assistance was wide-ranging in scope: beneficiaries most frequently received help understanding their rights and obligations (56%), accessing doctors or making appointments (44%), and applying for social benefits or healthcare (44%). Assistance was also provided with document translation, labor rights, and referrals to other legal organisations. While not all respondents received support for Temporary Protection or school enrolment, qualitative feedback underscores that JRS filled gaps left by public services and other NGOs.

In terms of problem resolution, 89% (n=8) felt the support was sufficient to resolve their issue, while 11% indicated it partially

helped. Follow-up support was also reported in 78% (n=7) of respondents (67% confirmed receiving follow-up; 11% said partially), with only one stating it was not provided.

This result is strengthened by qualitative findings, which show that accompaniment in procedures, such as accompanying to pharmacies, clinics, or municipal offices, was often as important as the formal service provided. A strong theme emerging from qualitative transcripts is the feeling of being taken seriously, being treated not just as a case, but as a person. Participants repeatedly highlighted the value of being accompanied in difficult situations, and of receiving clear, personalised information about their rights and available pathways. Trust in the JRS staff, and the perception that they were “always responsive,” reinforced a sense of protection.

Importantly, this support extended to those institutionally excluded by other service providers. Sometimes families with Hungarian nationality but fleeing Ukraine were denied aid by other actors due to their legal

status. JRS was one of the few organisations offering practical support in these cases, confirming its commitment to needs-based rather than status-based assistance.

“In Hungary, Ukrainians often don’t have a TAJ³¹ card, and pharmacies sometimes refuse to sell medicines at a reduced price because of this. I couldn’t explain that the temporary protection gives the same rights. When someone from JRS came with me, they could explain it properly to them. They made a big difference, and it was much easier to communicate and get the medicine subsidized.” Ukrainian refugee woman

Impact Story: Keeping a child alive when nothing else was possible. JRS Hungary supporting extremely vulnerable cases

When the war began, Halyna was already living in a hospital. Her son Mykhailo had undergone multiple brain surgeries after being diagnosed with meningoencephalitis. Doctors in Ukraine told her he would not survive. Then the war started, and the hospital moved patients to the basement. *“At the beginning it was a very chaotic place. He was in a very horrible state with a lot of tubes out of him. He was laying down on the ground... other kids had to step over his body to move around.”*

Through a rare coordination between hospitals, ambulances from Ukraine and Hungary met at the border. Mykhailo was transferred directly to intensive care. *“And here they actually saved him.”*

After months in Hungarian hospitals, Halyna left with a child who could not walk, sit, or speak — but who was alive. Life outside the hospital brought new challenges. Mykhailo needed multiple daily medications, specialised food, and constant care. Halyna could not work. Her husband was the only source of income. **JRS became the place she turned to when survival depended on continuity.**

In addition to medication, which was about 250 a month, the family had to cover rent, special food, diapers, and other services. They could not make ends meet. Accessing subsidised medicines should have been possible under refugee status, but in practice it was not straightforward. In some pharmacies, Halyna was refused support because she did not have a Hungarian social security card (TAJ). **Halyna did not speak Hungarian, and explaining her rights was impossible on her own. This is when JRS became essential. Staff did not only provide vouchers and support to pay the rent; they accompanied her to the pharmacy and got support with subsidized medicines.** *“The most important was the medicines for my son. When there were problems at the pharmacy, a JRS staff member came with me and helped explain everything. we could get what my child needed.”*

Through vouchers, rent support, and accompaniment, JRS helped the family remain afloat during a period of extreme vulnerability. *“It was a very big support for us.”*

Today, life remains fragile. Financial stress is constant. But medical needs are stable. Halyna knows where to turn when she is in need. *“As soon as I need something, I write to JRS... they always reply.”*

³¹ The TAJ card (Társadalombiztosítási Azonosító Jel) is the Hungarian social security identification card, which provides access to the public healthcare system and other state-funded social insurance services.

Factors for success, areas of improvement and sustainability analysis - Protection

Key factors for success

- **Continuous, predictable support increased protective impact.** Across Protection, impact was strongest when support was sustained rather than one-off. In CVA, recipients supported 6+ months reported higher sufficiency. The same pattern appears qualitatively in housing and case support: when assistance provided a stable “bridge” over several months, families describe greater safety, less distress, and fewer harmful trade-offs; when support ended quickly, vulnerability resurfaced faster.
- **Human, relational accompaniment amplified material aid.** Across survey open responses and qualitative accounts, beneficiaries repeatedly link feeling protected not only to housing/CVA, but to how support was delivered: staff availability, respectful communication, active listening, and reliable follow-up. This relational approach functions as a protective factor in itself, reducing distress and helping people navigate institutions (healthcare, migration, pharmacies) without feeling rejected or stigmatised
- **Bridging role in a restrictive environment.** JRS’s inclusive stance, supporting people excluded elsewhere (including some with dual citizenship or unclear eligibility in other systems), strengthened protection outcomes by reducing gaps in access. The presence of intercultural mediation and interpretation further lowered barriers and made administrative/medical accompaniment effective in practice.
- **Operational functionality supported dignity and uptake.** Vouchers were widely usable and timely for most recipients. This reduced friction at points of service and preserved autonomy through choice, reinforcing dignity and acceptance.

What could be strengthened

- **Earlier shift from “emergency for many” to “case-managed stabilisation for fewer.”** The evidence suggests that the strongest protective effect came from sustained support packages. While JRS Hungary did gradually reduce one-off support and increase the proportion of long-term beneficiaries, in future shocks, a faster transition toward clear prioritisation and continuity planning could increase impact: fewer more vulnerable households supported, but more predictably and with clearer pathways to autonomy, where possible. Pathways must be differentiated. While highly vulnerable households may require longer-term protective accompaniment, those with greater capacity could benefit from earlier and stronger integration into the labour market and autonomy-focused support. Clearer segmentation of support models would enhance both effectiveness and realism in sustainability planning.
- **Stronger monitoring, baseline, and case tracking.** Early response constraints meant limited systematic data. A minimal protection-focused monitoring system (baseline vulnerability screen, follow-up checkpoints, and outcome tracking such as coping strategies, housing stability, and administrative resolution rates) would improve targeting, equity, and learning, and reduce the risk of supporting households who could cope independently while more vulnerable households remain uncovered.
- **Staff wellbeing and boundaries as a protection issue.** The “always available for everything” model—while highly valued—carries burnout and secondary trauma risks. Earlier investment in staff mental hygiene, supervision, and practical boundary-setting would protect staff capacity and maintain quality of accompaniment over time.
- **Vulnerability assessment for accommodation during the early phase of the emergency.** The

absence of an early vulnerability evaluation may have increased the risk of suboptimal prioritisation (e.g., housing support reaching some households with alternatives while others faced acute risk). A simple, transparent vulnerability scoring approach would strengthen fairness and protective targeting

Sustainability considerations

- **Protection gains were real, but autonomy remains structurally constrained.** JRS support reduced immediate financial pressure and helped households maintain basic living standards, including avoiding harmful coping strategies during acute need. However, persistent drivers of vulnerability remain: high rent relative to wages, health costs, caregiving burdens, and language barriers. This creates a recurring risk of “stability → support ends → renewed precarity,” particularly for single-income families and households with disability or chronic illness.
- **Sustainability therefore depends on pathways, not only assistance.** The strongest prospects for lasting protection are where CVA/housing support is paired with: (i) housing solutions that outlast the subsidy period, (ii) improved access to healthcare and entitlements, (iii) language and employment pathways, and (iv) continued low-threshold psychosocial and community support that maintains trust and help-seeking behaviour even after financial support ends.

C. Promotion

Overarching Evaluation question: 1.3 What has been the impact of Promotion actions (education, training, resilience activities) on the development of skills, empowerment, and future prospects (including access to livelihoods)?

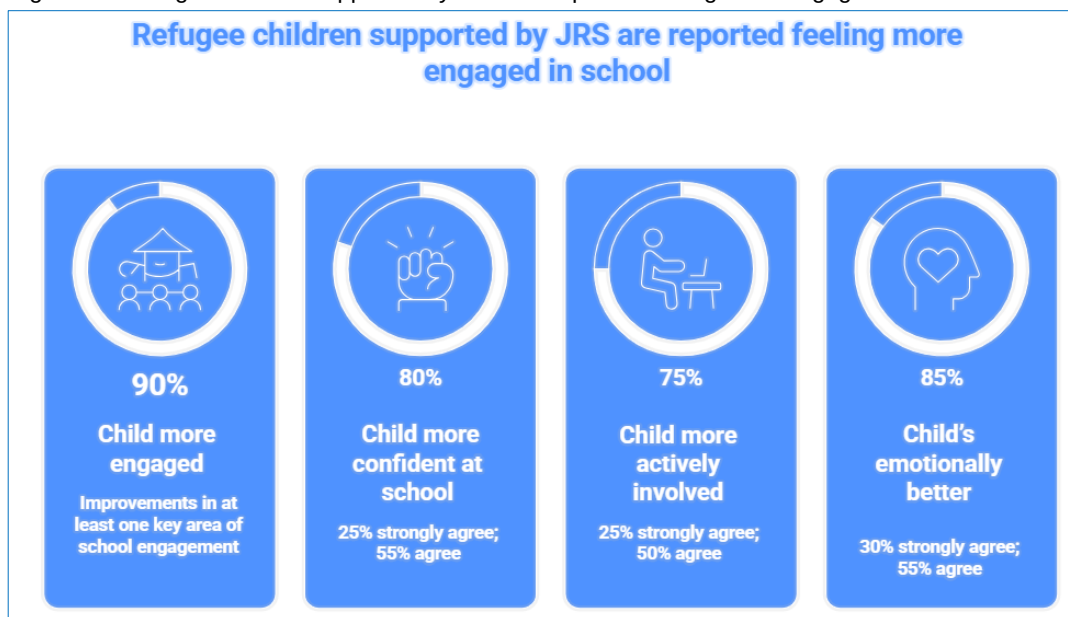
Outcome C1: Refugee children improve their academic engagement, adaptation, and educational continuity.

Evaluation Indicator C1.1: 80% of refugee children supported by JRS are reported feeling more engaged in school

Evidence indicates that JRS support has had a positive and meaningful impact on children’s engagement with school, particularly through increased confidence, emotional well-being, school perception and sense of belonging.³² **90% of surveyed caregivers (n=18) reported improvements in at least one key area of school engagement after their children received JRS support.** Specifically, 80% said their child feels more confident at school (25% strongly agree; 55% agree), 75% reported greater involvement in school life (25% strongly agree; 50% agree), and 85% observed better emotional well-being at school (30% strongly agree; 55% agree) thanks to JRS support. Perception of school also improved: 85% noted a more positive attitude from their child toward school (35% strongly agree; 50% agree).

³² It is important to note that JRS Hungary provides support to children in very different ways (see theory of change). The sample was not enough to evaluate each single education intervention impact separately

Figure 19: Refugee children supported by JRS are reported feeling more engaged in school



When zooming on those who received JRS support for more than 6 months, agreement rates rose consistently between 1% and 6% across all categories. This confirms that sustained engagement over time is a key factor in educational adaptation.³³

Evaluation Indicator C1.2: Refugee

families describe how JRS's support helped their children succeed or adapt in school

Qualitative data supports these findings. Parents consistently described JRS support as enabling their children to adapt to the Hungarian school system through confidence-building, basic communication skills, and consistent accompaniment. This support was perceived as particularly crucial in the early stages of displacement, when school systems lacked preparedness and refugee children were often placed in unfamiliar environments without adequate linguistic or cultural mediation.

"The school system was not ready, neither for the amount, nor for how to work with foreigners... and there was literally nothing at schools." JRS Teacher

Parents described improvements not only in academic behaviours, but also in emotional regulation, self-confidence and classroom participation. Emotional readiness, social belonging and the ability to communicate were frequently mentioned as key enablers of adaptation. Teachers also noted that many children faced schools unprepared to accommodate non-Hungarian-speaking students, positioning JRS as a critical source of stability and orientation.

These findings confirm that JRS support contributed meaningfully to educational adaptation by strengthening children's sense of belonging, emotional stability, and school readiness—foundational elements for academic continuity.

Evaluation Indicator C1.3: Refugee families report improvement in their children's Hungarian language proficiency due to JRS support

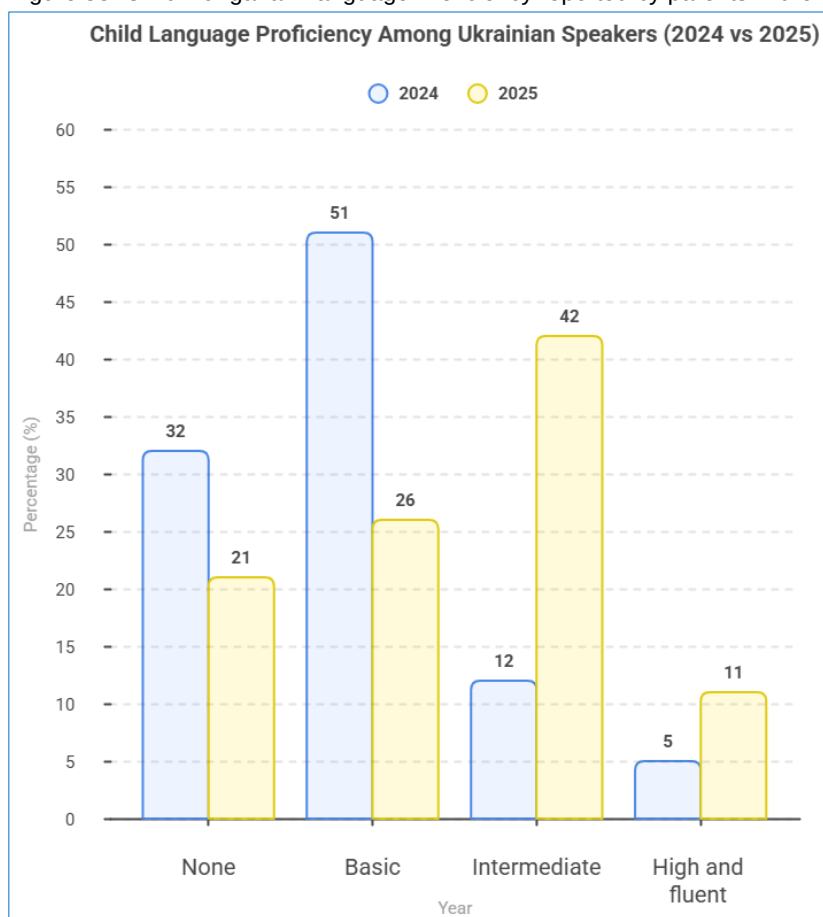
³³ 86% felt more confident at school, 79% were more involved in school life, 85% felt emotionally better at school and 86% had a more positive perception of school. In contrast, shorter support durations showed lower and more varied outcomes.

Among families whose children attended JRS-organised Hungarian language classes, **92% reported an improvement in their child's proficiency** (58% improved by two levels or more; 17% by one level; 17% slight improvement). Despite consistent gains, overall language proficiency remains limited. Survey shows that in 2025, among Ukrainian speakers, 21% of parents reported the level of their children as none (32% in 2024³⁴); 26% as basic (51% in 2024) and 42% as intermediate (12% in 2024). While this marks clear progress the data shows that a significant number of children remain far from a level in which they can perform academically, especially those not attending in-person classes or regularly missing sessions.

Language acquisition was described by both parents and teachers as a non-negotiable prerequisite for school success. The classes enabled children to understand instructions, complete tasks independently, and interact with peers and staff. **Teachers highlighted that progress was only visible when four enabling conditions were met: (1) long term regular attendance, (2) stable group composition, (3) level-appropriate grouping and (4) professional teachers in Hungarian as a foreign language.**

"If it's the same children and we can work continuously with the same children, then you really see progress." JRS language teacher

Figure 33: Child Hungarian Language Proficiency reported by parents in the survey



Where group composition changed frequently or attendance was irregular, especially in school settings, learning was fragmented and confidence remained low. By contrast, in structured programmes, with committed staff to coordinate the classes, like those at the Piarist school, children showed steady improvement and a stronger sense of autonomy.

Despite these gains, some parents expressed a desire for longer-term or more intensive support, particularly for adolescents. Requests included homework assistance, or more integrated academic support once language barriers were reduced. These comments reflect that language acquisition is viewed by families not as an end goal, but as a step toward broader academic and social participation. While not all children pursued full integration into the Hungarian school system (some remained in

³⁴ The 2024 comparative data referenced in this section comes from a needs assessment conducted in 2024 by the same consultant. This assessment included both JRS beneficiaries and non- beneficiaries.

Ukrainian online education or hybrid models) those attending JRS language support benefitted from greater functional autonomy, regardless of their primary educational track.

“Hungarian is not the language you can just grab and start speaking. In other places it might be like a three months course, and then what? You need to learn continuously.” Piarist School Hungarian Language Course Coordinator

Outcome C2: Refugee develop confidence in their ability to communicate in Hungarian language

Evaluation Indicator C2.1: 85% of participants who report increased confidence using Hungarian in daily life after JRS language support

57% of participants (n=37) agreed that they feel more confident speaking Hungarian in everyday situations after attending JRS courses (43% agree; 14% strongly agree). A further 35% remained neutral and only 8% disagreed. These findings suggest a moderate confidence gain, although not yet at the expected evaluation threshold of 85%.

Language improvement was also reported with caution. **While 89% (n=33) of participants stated some level of improvement**, only 3% reported progressing by two levels or more, and 32% by one level. **The majority (54%) described only a slight improvement, and 8% said it was hard to assess.** Qualitative findings confirm that participants frame “confidence” not as fluency but as functional autonomy in daily interactions.

“It helps me moving in the city. I can understand when they tell me to go right or left.” Ukrainian student

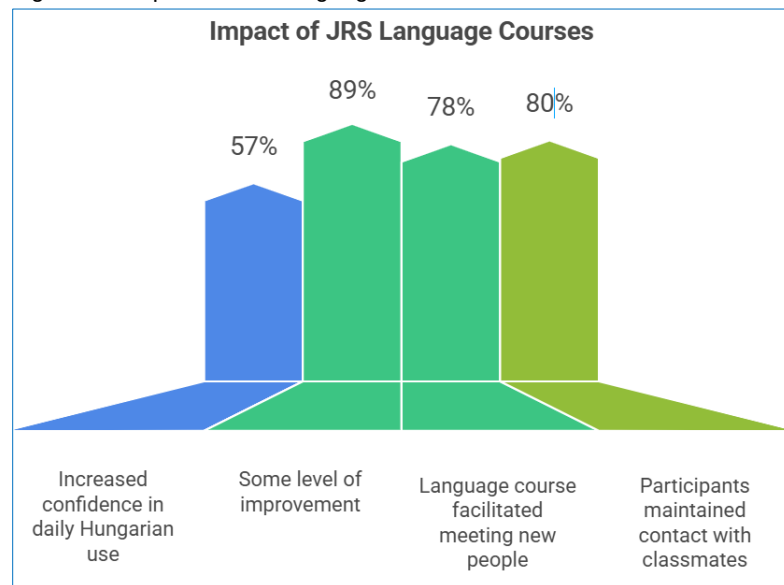
Confidence gains were stronger when classes were regular, groups stable, and content adapted to learner levels. The most significant barrier was inconsistency in attendance, levels, or instruction language. Some participants dropped out due to mismatched schedules, inappropriate group levels, or language of instruction not matching their preferences (some prefer an Ukrainian speaking tutor).

Participants requested improvements aligned with confidence-building adding more conversation practice; differentiate beginner/intermediate/advanced levels more clearly, and regular timetables.

Unintended outcome: JRS Language support helped them reduce isolation

78% of participants (n=31) agreed that JRS courses helped them meet other people (62% agree; 22% strongly agree). Nearly **80% (n=29) also reported maintaining regular or occasional contact** with classmates, suggesting the courses foster social cohesion alongside language acquisition.

Figure 34: Impact of JRS language courses



Participants consistently described language support as a gateway to reduced isolation, emotional comfort, and practical functioning. Beneficiaries reported being able to handle everyday situations, such as transport, shopping, and interacting with service providers, with greater ease. The teacher is perceived as central to this experience, not only through academic skills but through a friendly, benevolent attitude that encourages participation

"We drink coffee, socialize, make friends... It is not just lessons, it's support." Ukrainian adult attending Hungarian classes at JRS

Factors for success, areas of improvement and sustainability analysis - Promotion

Key factors for success

- The **most impactful** language learning for children occurred when **group composition remained stable**, with **similar levels** and children **attended regularly** over time for an extended period of time.
- The enabling **institutional environment for children** (predictable schedules, clear coordination, and values-based culture) facilitated stronger language acquisition and social integration. (i.e. Piarist school)
- **Teachers adjusted content** to the child's level and encouraged participation, boosting emotional safety and learning.
- **Hungarian classes for children** were not supplementary, but essential for **basic communication, confidence, and school adaptation**.
- In language courses for adults, **regular attendance as a requisite for enrolment** condition made a difference to improve participants' regular attendance and thus progress and efficiency of learning

What could be strengthened

- The education support programme does not currently apply a **systematic vulnerability assessment to determine eligibility or prioritisation**. This risks uneven impact, as some families are able to afford private tutors while others depend entirely on JRS. To ensure equity and maximise added

value, a clearer beneficiary selection process based on needs and barriers could be introduced.

- **While language and tutoring support are strong, more structured coordination with schools could enhance academic continuity and thus progress.** Effective language support requires institutional partners with autonomy and commitment.
- **Older students or those studying Ukrainian online systems could be more prioritised** since either they have more difficulties to learn or they do not have a Hungarian environment like the school. Reaching and effectively supporting these groups would require targeted outreach activities, which can demand additional time and human resources.
- **Irregular attendance and group composition:** Some classes, especially in school settings, suffer from fluctuating attendance and shifting group composition, limiting learning progression and confidence-building.
- **Learning in Hungarian Courses for adults seems real but limited to very basic skills.** Participants requested improvements aligned with confidence-building: more conversation practice, more informal settings and clearer and more advanced course levels.

Sustainability considerations

- **Financial dependency:** All stakeholders noted that programme continuity depends on donor funding. Without sustained financing, impactful models risk interruption.
- **Invest in institutional partnerships:** Programmes like the Piarist collaboration show that strategic partnerships can multiply impact and ensure smoother coordination.
- **Shift from emergency to systematisation:** Structuring the language support as part of a longer-term inclusion strategy (rather than as ad-hoc provision) will help maintain gains and serve future cohorts effectively.

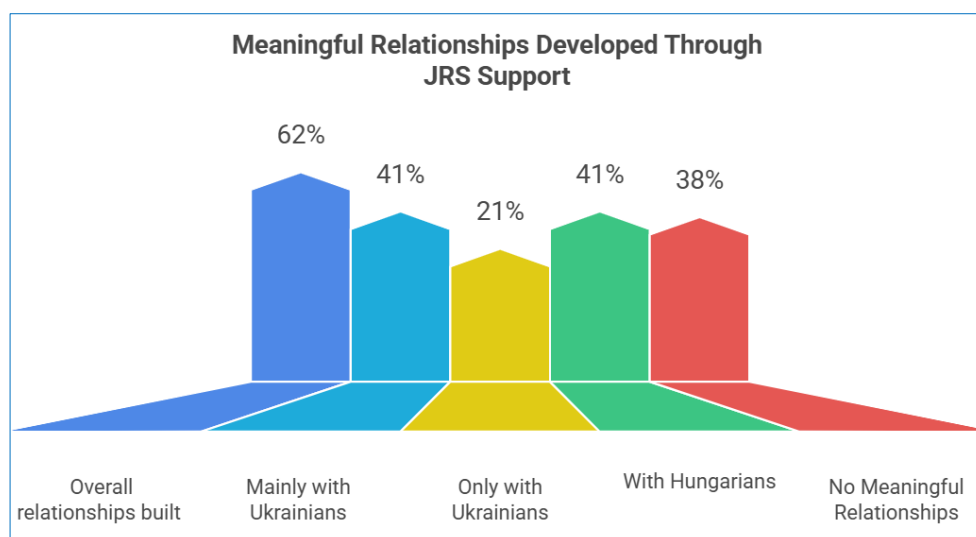
D. Integration

Overarching Evaluation question: 1.4 To what extent have Integration initiatives (employment support, language classes, cultural mediation, social cohesion) contributed to the sustainable social and economic inclusion of refugees in host communities, reducing barriers and fostering coexistence?

Outcome D1: Refugees build meaningful interpersonal relationships

Evaluation Indicator D1.1: At least 85 % of beneficiaries who report having developed meaningful personal relationships thanks to JRS

Figure 35: Meaningful relationships built through JRS



Evidence indicates that a substantial proportion of beneficiaries, **62% (n=76) have formed meaningful relationships during their displacement thanks to JRS.** 41% reported meaningful relationships with Ukrainians (20% exclusively). These findings reflect both progress and limits in horizontal integration, with JRS providing a conducive space for social bonding but broader structural and linguistic barriers remaining.

Evaluation Indicator D1.2: At least 70 % of beneficiaries who report having developed meaningful personal relationships with Hungarian people thanks to JRS

JRS played a significant role in fostering these relationships. 41% of respondents reported having formed meaningful relationships with Hungarians thanks to JRS. This proportion is notable given that other organizations often scaled back integration efforts over time. JRS was repeatedly described as one of the few stable spaces for connection and cultural exchange. Focus group participants highlighted friendships formed during language classes, shared leisure activities, and everyday gestures of support with neighbors and landlords.

Evaluation Indicator D1.3: Refugees describe how JRS has helped them to make friendships or personal connections

Qualitative data confirms that JRS activities—particularly language classes and psychosocial group spaces—enabled participants to form and maintain friendships beyond the organisation. Several participants stated they remain in contact with classmates, with some engaging in shared leisure activities such as going to the swimming pool or celebrating holidays. While friendships with Hungarian peers were more common among children (especially in mixed schooling environments), some adults also reported developing trusting relationships across cultures. JRS's safe, welcoming atmosphere was consistently cited as a key enabler of openness and mutual understanding.

"I know the girls because of these language courses. We are friends now. We call each other, and we go together to the swimming pool." Ukrainian attending JRS language courses

Outcome D2: Refugees develop a sense of belonging and shared identity within the local context

Evaluation Indicator D2.1: 85% of beneficiaries who report being supported by JRS to participate in public activities or spaces in their community

Participation in community spaces, such as parks, libraries, workshops or events, was moderately high. A total of **63% (n=77) of respondents agreed or strongly agreed that JRS helped them access such spaces**. An additional 24% were neutral, and 13% disagreed. This suggests that JRS played a meaningful, though not universal, role in supporting access to public life. Barriers such as language, scheduling, and fear of discrimination likely limit fuller participation.

Evaluation Indicator D2.2: Refugees describe how JRS helped them joining social, cultural, or recreational spaces

67% (n=82) of respondents agreed or strongly agreed that they felt more confident participating in social or recreational spaces thanks to JRS. Several focus group participants described increased comfort engaging in local activities and forming relationships in Hungarian-speaking environments. Notably, integration was framed not only through access but through confidence and dignity—participants felt able to “show up” and “be seen” in public life, often for the first time since displacement. However, confidence was lower among those with limited Hungarian or persistent financial instability

Evaluation Indicator D2.3: 70% of beneficiaries report feeling integrated thanks to JRS support

Despite efforts, self-reported integration levels remain low. Only 16% of respondents in 2025 said they feel fully integrated or integrated (3% and 13% respectively), while 59% said they feel “partially integrated” and 25% said they are not integrated or only partially. Compared to 2023 and 2024³⁵, this reflects a downward trend in strong integration and a rise in partial or negative responses.

This aligns with qualitative evidence and shows that refugees are developing a more complex understanding of what integration really means, linking it not just to functional integration (economic stability, studying, having friends, speaking the language, legal protection etc.) but to a deeper sense of emotional connection and belonging.

The primary barriers to integration cited by respondents include:

- Lack of Hungarian language skills
- Unstable or low-income employment
- Legal precarity or unclear long-term status
- Lack of housing or childcare
- Mental health challenges or war-related stress
- Discrimination or social distance

This underlines that integration goes beyond functional language skills—it requires social acceptance, recognition, and structural inclusion. Displacement status, accent, ethnicity or economic vulnerability continue to shape experiences of exclusion, even for those who are linguistically assimilated like Hungarians from Ukraine, with double nationality and fluent in Hungarian.

³⁵ The 2024 comparative data referenced in this section comes from a needs assessment conducted in 2024 by the same consultant. This assessment included both JRS beneficiaries and non- beneficiaries, providing a consistent reference point for evaluating change over time.

"It's hard to connect with people here. We speak Hungarian, but we speak it with a dialect. And people can recognize that instantly... Sometimes I feel that we are looked down upon because of that and rejected."
Hungarian Ukrainian refugee

Nevertheless, **82% (n=102) of respondents said JRS helped them feel more integrated (41% definitely; 41% to some extent)**, suggesting that while structural integration remains elusive, JRS plays a protective and enabling role in the subjective process of belonging.

"Thanks to JRS I do not feel abandoned. Other organisations say we should already be integrated, but we did not start integrating right away. Because of the kindness and patience of the staff, we do not feel like strangers" Ukrainian refugee

Intentions on return

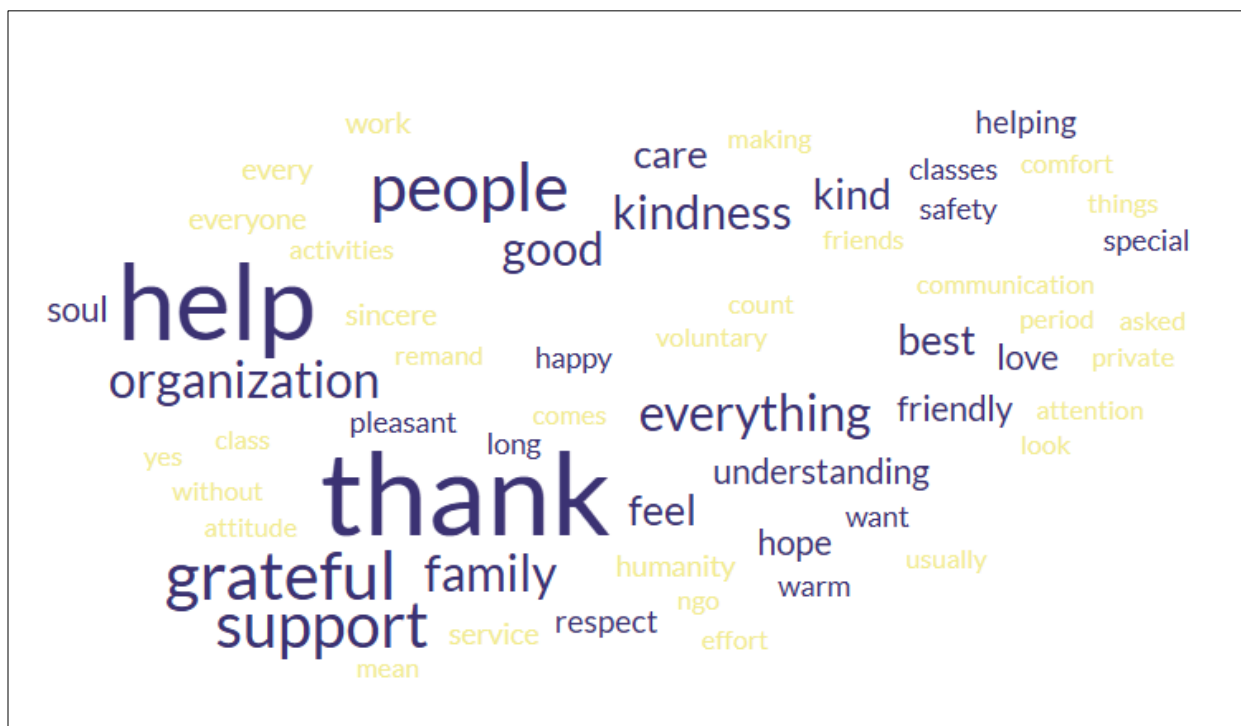
"There's nowhere to go back, my house and my entire hometown of Toretsk are completely destroyed"
Ukrainian refugee

Most respondents (68%, n=84) expressed uncertainty about whether they would return permanently to Ukraine, while only 17% (n=21) said they would not return and 15% (n=18) stated that they plan to go back. This cautious outlook has remained consistent over time, with similar response patterns recorded in the 2024³⁶ survey (74% uncertain; 16% no return; 8% planning to go back). Disaggregation by ethnicity reveals a similar overall pattern among respondents of Hungarian ethnicity from Ukraine, with uncertainty remaining dominant (71%). However, a slightly higher proportion reported that they would not return (21%), compared to 17% in the overall sample, while only 7% indicated that they plan to go back. Although the differences are not substantial, this may suggest a marginally lower inclination to return among respondents of Hungarian ethnicity. Qualitative responses reveal that return intentions are often shaped by practical constraints rather than personal preference.

When asked how JRS could support a future return, 54% (n=67) of respondents requested financial support for the trip or initial reintegration period. Other frequently mentioned forms of support included assistance organizing the trip (32%, n=39), psychosocial support (19%, n=23), and help transferring school or work-related documents (16%, n=20). This suggests that while return is not currently a concrete plan for most, refugees see JRS as a potential ally in navigating that transition should conditions change.

The word cloud below reflects how beneficiaries describe JRS when asked to define it in one or a few words.

³⁶ The 2024 comparative data referenced in this section comes from a needs assessment conducted in 2024 by the same consultant. This assessment included both JRS beneficiaries and non- beneficiaries, providing a consistent reference point for evaluating change over time.



Factors for success, areas of improvement and sustainability analysis - Integration

Key factors for success

- **Safe, inclusive spaces that foster connection:** JRS activities (e.g. language classes, psychosocial support, cultural events) consistently created emotionally safe spaces where social relationships could emerge organically. These spaces enabled refugees to form friendships not only with fellow Ukrainians, but also with Hungarians, although limited to JRS staff or volunteers.
- **Relational continuity with JRS staff:** The consistency, empathy, and non-discriminatory approach of JRS staff fostered trust and made beneficiaries feel respected and accompanied over time, reinforcing their willingness to engage with the host society.

What could be strengthened

- While JRS plays a critical role in supporting refugee inclusion, limited visibility of its integration work in the broader Hungarian public may reduce impact. **Developing awareness-raising efforts and local partnerships to improve host community understanding of refugees could mitigate stigma and foster empathy.**
- **Preparation for future transitions:** Many refugees remain in a state of legal and emotional limbo. JRS could help beneficiaries prepare for different scenarios—such as returning to Ukraine, applying for longer-term residency, or transitioning out of support—through tailored information, planning sessions, and referral systems.

Sustainability considerations

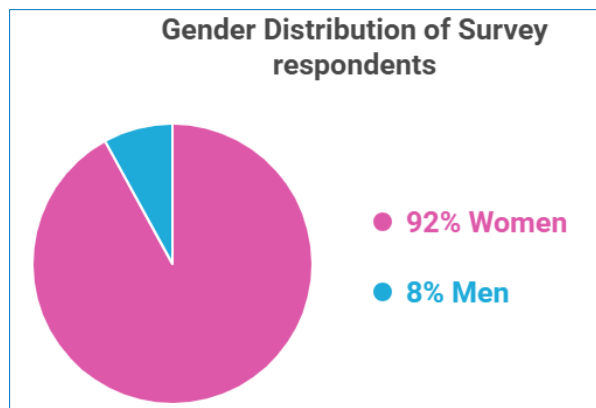
- **Structural constraints beyond JRS control:** Many integration barriers—such as access to the labour market, legal status uncertainty, or housing insecurity—lie outside JRS’s influence. These factors limit the sustainability of social inclusion, even when individual outcomes (e.g. language learning, peer connection) are achieved.
- **The temporary nature of protection status in Hungary remains a major obstacle.** Beneficiaries often hesitate to invest in long-term integration if their legal future remains uncertain. Advocacy for more stable legal pathways could support sustainable inclusion.
- **Gradual decline in available services and actors:** Beneficiaries report a reduction in other NGO support over time. JRS remains one of the few stable actors, but this increases pressure on its services and raises questions about medium-term coverage and continuity.
- **Need to accompany shifting intentions and trajectories:** With a growing proportion of refugees unsure about return (68%) and a minority planning to stay long-term, JRS’s integration efforts will need to remain adaptable, offering both support for rootedness in Hungary and dignified pathways for those who eventually return.

d) JRS Romania - Romania

1. Demographics

The surveys³⁷ collected responses from **258 individuals**. The sample is overwhelmingly female, **with 92% women** (n=238) and 8% men (n=20). Respondents are predominantly adults of working age. **71% (n=183) of respondents fall between 30-49 years old** (37% aged between 30–39; 34% aged between 40–49 at). A smaller share of respondents is aged 50–59 (13%; n=34), while older adults aged 60 and above represent 11% (n=29). Young adults aged 18–29 comprise 5% of the sample (n=12).

Figure 36: Gender distribution in JRS Romania survey



Nearly all respondents identified as **Ukrainian nationals (99%; n=255)**, with only a few reporting other nationalities, including Russian (n=1), Romanian (n=1), and others (n=2). Half of the respondents (50%; n=128) reported originating

³⁷ Some respondents (48%; n=123) were surveyed in relation to a specific project implemented by Caritas within the broader framework of The One Proposal. These individuals also reported receiving additional services from JRS outside of the Caritas-funded activities (see methodology section of this report).

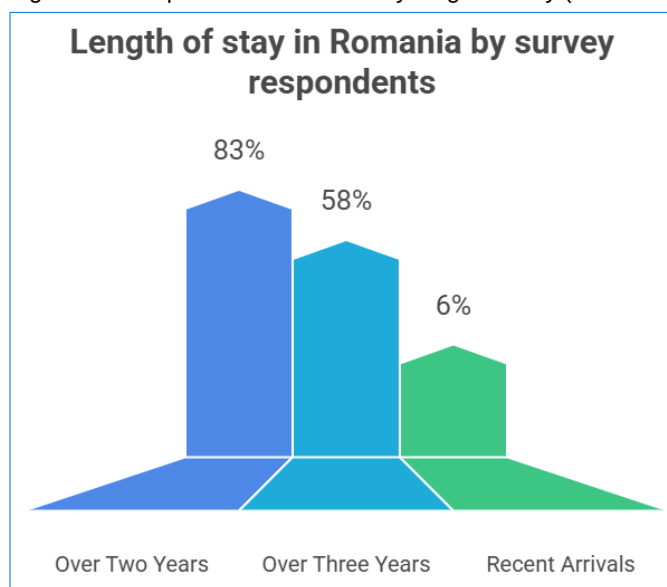
from Odessa, followed by Kherson (10%; n=25), Mykolaiv (9%; n=22), and Kharkiv (7%; n=19).³⁸

The majority of respondents have **lived in Romania for over two years (83%; n=213)**, with **58% arriving more than three years ago (n=149)**, and 25% arriving between two and three years ago (n=64). Smaller proportions arrived more recently, including 6% between 18 months and two years ago (n=15), 6% between one year and 18 months ago (n=15), and only 6% arriving in the last year (n=15).

Most respondents currently reside in Bucharest (76%; n=195), others based in **Constanța (16%; n=40)** and a few scattered across various cities such as Galați, Brașov, Iași, and Râmnicu Vâlcea.

The most commonly reported services received from JRS include distribution of financial aid, vouchers, food, or other items (50%; n=130), and educational support for children (50%; n=130). Many accessed cultural or recreational activities (44%; n=114), medical assistance (41%; n=105), Romanian language courses (36%; n=94), and PSS support (28%; n=72). Fewer reported housing support (12%; n=31), legal assistance (10%; n=26), or support for employment and skills development (10%; n=26).

Figure 37: Respondent distribution by length of stay (Romania)



Qualitative data collection involved 153

participants, with a strong predominance of women. In total, 124 individuals participated in focus group discussions with beneficiaries (n=105 women; n=19 men), while 9 in-depth interviews were conducted with individual beneficiaries (n=8 women; n=1 man). Additional interviews and discussions included JRS staff (n=16), Jesuit staff (n=2), and external stakeholders such as school officials or local authorities (n=2).

2. Impact and results of change

For more contextualized reading, please consult JRS Romania Theory of Change in Annexes.

A. Welcome

Overarching Evaluation question: To what extent did the Welcome support (short-term shelter and emergency relief) provide safety, dignity, stability and overall well-being during moments of crisis, and how did it influence beneficiaries' capacity to cope with the situation of displacement?

[Early response of JRS Romania and the Society of Jesus in Romania](#)

³⁸ Other reported oblasts include Donetsk (5%; n=12), Zaporizhzhia (4%; n=10), Kyiv City (4%; n=9), Dnipropetrovsk (4%; n=9), and Kyiv Oblast (3%; n=8), with small numbers also coming from Vinnytsia, Poltava, and Luhansk.

From the outset of the Ukraine crisis, Romania became one of the primary entry points and host countries for displaced persons. In 2022 alone, over 1 million refugees crossed into Romania. While many continued onward, those who remained and registered for Temporary Protection (TP) status ranged between 80,000 and 200,000 over 2022–2025. Women and children represented 80%.³⁹

JRS Romania responded immediately, leveraging a strong pre-existing structure across more than 10 cities, including Bucharest, Galati, and Constanta⁴⁰. This rapid deployment was made possible by years of work in asylum and border monitoring, and by the strategic geographic presence of its teams.

“We had a task force on the spot very soon after the start of the war. It was providential that JRS was already present, not only in the capital, but also in five other areas close to the border. We already had projects monitoring border treatment of refugees and asylum seekers.” Jesuit Informant

In practical terms, JRS Romania set up three multidisciplinary centres in Bucharest, Galati and Constanta. These centres featured dedicated reception offices, a call centre, spaces for Romanian language classes, kindergarten and school support, intercultural and creative workshops, and legal, psychological and social assistance. An old office building was refurbished into a multifunctional space offering education, accommodation and recreational activities. **Only in 2022 9,181 unique beneficiaries were served under the Welcome Axis activities.**⁴¹

“More than 10,000 people used JRS RO call centre services only in 2022”. JRS Romania

The scale of the early operational response also required extensive staff recruitment and training. Regional teams were activated, call centre staff with native Ukrainian speakers hired and trained, and program protocols and methodologies were formalised. Communication channels were diversified, including daily posts on Facebook, Telegram groups, and other platforms. The call centre handled over 10,000 inquiries in 2022 alone, becoming a reference service for many refugees in Romania.

The flexibility provided by the One Proposal was widely acknowledged as a key success factor. It enabled context-sensitive decisions, staffing flexibility, and timely interventions without the administrative burden of other more rigid donor rules. In contrast with other donors who imposed limitations based on citizenship, the One Proposal empowered JRS to act ethically and respond according to real needs on the ground. Their needs-based, inclusive approach extended support not only to Ukrainian citizens, but to all people fleeing the conflict, regardless of nationality. Staff and partners highlighted this principle repeatedly as a defining feature of the JRS response.

“In the first days, several dozens of thousands of people crossed the border... among them, there were students attending Odessa University, migrants from other places who lived in Ukraine, coming from at

³⁹ UNHCR. Ukraine Refugee Situation. Romania <https://data.unhcr.org/en/situations/ukraine/location/10782>

⁴⁰ Bucharest, Constanta, Isaccea, Galati, Radauti, Siret, Baia Mare, Satu Mare, Sighetul Marmatiei, Timisoara, Arad

⁴¹ Short-term shelter and Emergency aid, relief and basic need assistance

least 10 other countries... We also welcomed them in our shelters. JRS is called to open its gates to people in need, whatever their flag or passport.” Jesuit Informant

Outcome A1: Refugees understand where and how to access available services

Evaluation indicator A1.1 Evidence that support received from JRS contributed to refugees knowing where to access essential services during initial displacement

Survey data shows that **72% of people supported after arrival agreed that JRS helped them understand where to find essential services** (43% strongly agree; 29% agree). Although JRS made a huge effort enhancing their communication reach⁴² respondents most commonly learned about JRS through word-of-mouth and community networks with **62% (n=161) citing friends, family, or neighbours**. 36% (n=93) referenced Telegram; smaller percentages mentioned social media (14%; n=35) or referrals from other organisations (2%; n=7). Qualitative work reinforced this pattern of community-based referrals. Participants consistently described learning about JRS through peers, then accessing additional services like housing support, vouchers, or courses. Telegram emerged as both a powerful and at times overwhelming tool for information dissemination, with older populations facing challenges in accessing it. Staff and key informants also noted JRS’s visible presence at border entry points and train stations, which provided an additional channel for early orientation and referral.⁴³

“Here in Romania we are a strong Ukrainian community, we support each other.” JRS staff informant

Outcome A2: Refugees experience a dignified and stable initial-urgent accommodation process during their arrival phase

Evaluation Indicator A2.1 Refugees report that short-term accommodation support from JRS contributed to stability and helped prevent homelessness during the early stages of displacement

Access to safe, dignified and immediate housing support was a cornerstone of the JRS Romania *Welcome* response, particularly during the first months of the crisis in 2022. At a time when public shelters were rapidly saturated and informal hosting arrangements were fragile, JRS played a critical role in preventing homelessness and enabling short- term stability for newly arrived families.

Through direct rental support, 438 individuals—corresponding to approximately 148 families—were accommodated in private apartments, allowing for privacy, safety, and continuity during the earliest phase of displacement. This form of accommodation was described by key informants as essential for families with children, persons with disabilities, and women travelling alone. In parallel, with the support of other projects, a temporary support shelter was offered across the country with the support of the catholic network, at JRS Pedro Arrupe shelter, in the hotel run by JRS, at Airbnb and other houses for 1001 people.

⁴² According to JRS Romania, only in 2022, around 12,000 people were reached weekly through Facebook, Telegram, Viber, Instagram, WhatsApp, Twitter, and YouTube.

⁴³ A significant number of individuals received support from JRS Romania at border crossings during their transit to other destinations. However, due to the transient nature of this population and the associated challenges in establishing contact, their perspectives could not be systematically captured within the scope of this evaluation.

Key informants highlighted the speed and scale of this response as decisive. Within the first three months of the war, JRS Romania secured a large- scale, multi-model accommodation project, prioritising mothers and children. This intervention exemplified JRS's capacity to act rapidly while maintaining standards of protection and dignity during a period of extreme uncertainty.

Outcome A3: Refugees feel their most urgent needs are met upon arrival and/or for transit (food, NFIs and transport)

Evaluation indicator A3.1 Refugees report that JRS played a key role in covering their urgent needs (shelter, food, hygiene materials) during the first weeks/months

JRS Romania played a vital role in meeting urgent needs during the early stages of displacement, particularly in 2022 when border crossings were high and formal reception systems were overstretched. Basic necessities such as food, hygiene items, transport support, and winter clothing were distributed at key locations, often through Jesuit parishes and local solidarity networks. At border points and temporary shelters, JRS staff and volunteers offered tea, coffee, hot meals, diapers, and medicine.

This initial in-kind assistance was soon complemented by targeted financial support. In 2022, 159 individuals received one-time financial instalments, and 572 people were supported to cover basic household needs. By early 2023, JRS had conducted a large-scale needs identification survey with 964 respondents, enabling a more systematic targeting of support. Periodic family visits further strengthened JRS's understanding of changing needs. Over time, cash and voucher support became a central modality. Focus group participants consistently described JRS vouchers as essential for meeting household needs, particularly for those recently arrived.

Beyond Romania, JRS also supported internally displaced persons (IDPs) inside Ukraine through local NGO partnerships. Between 2023 and 2024, food, hygiene items, heating devices, and water dispensers were delivered to hospitals, schools, shelters, and local institutions across Vinnytsia and Kharkiv regions. In total, 1,091 IDPs, including elderly people, children with disabilities, and families from heavily affected areas such as Kherson, Donetsk, and Mariupol, received assistance in 2023. An additional 1,061 individuals were reached in 2024. In 2025, JRS also supported 49 IDPs in the Vinnytsia region (Ukraine) receiving non-food items (including detergents and blankets) and social vouchers.⁴⁴

Outcome A4: IDPs feel less disoriented and more emotionally settled upon arrival

Evaluation indicator A4.1 Refugees report that JRS played a meaningful role in helping them navigate the challenges during the early phase of arrival

Not a journey, but an escape: Kateryna story of resilience and transformation

When the war reached her neighborhood in Odessa, Kateryna made a decision in seconds. A nearby explosion had shaken the apartment. Her teenage son's hands were trembling uncontrollably. She knew they couldn't stay. *"I looked at my son and saw that his hands were shivering. I decided that we needed to*

⁴⁴ JRS Interim Report One Proposal 2025

leave.”

With her partner away at sea, she packed the car alone. They had food, water, and fuel. But the road to safety was lined with heartbreak. *“We were stuck in traffic on the borders for 12 hours. People were walking to customs. Husbands were driving their families to the border, leaving them, and returning home. Some of them were soldiers leaving their families going back to fight the war. I started to cry.”*

They crossed into Romania shaken, exhausted, and unsure of what came next. But a few months later, while volunteering with Ukrainian children in a local school, Kateryna was approached by JRS.

“In May, JRS found us... They said: we will help you. JRS helped us to develop our skills to acquire a new profession... they became like a family for us. You can never forget something like that.”

What followed was more than a job. JRS offered her the chance to teach, to train as a school mediator, to grow professionally and emotionally. JRS supported her also with Romanian language courses, mentorship, and community. She now supports children and families navigating the Romanian school system.

That terrifying journey out of Ukraine marked the end of one life. JRS helped her begin another with dignity, purpose, and a sense of home.

This story illustrates the emotional distress and disorientation that many refugees felt at arrival. This was a major theme in interviews and focus groups. **Many beneficiaries arrived in Romania after long, traumatic journeys, often carrying visible and invisible scars.** While orientation was one challenge, emotional instability and anxiety were equally present. Respondents described feeling “lost,” or “unable to start,” especially in the absence of language skills or social networks.

In this context, JRS support helped many refugees begin to regain a sense of orientation and emotional stability. Survey data reflects this contribution: **93% of respondents supported after arrival said JRS support helped them feel more oriented and cope with the situation in the early weeks or months after arrival** (62% strongly; 33% somewhat) though some key information was still lacking.⁴⁵

Beyond services, JRS's presence was described as personal, attentive, and emotionally grounding. Beneficiaries valued not only what but how it was offered, with continuity, care, and human connection.

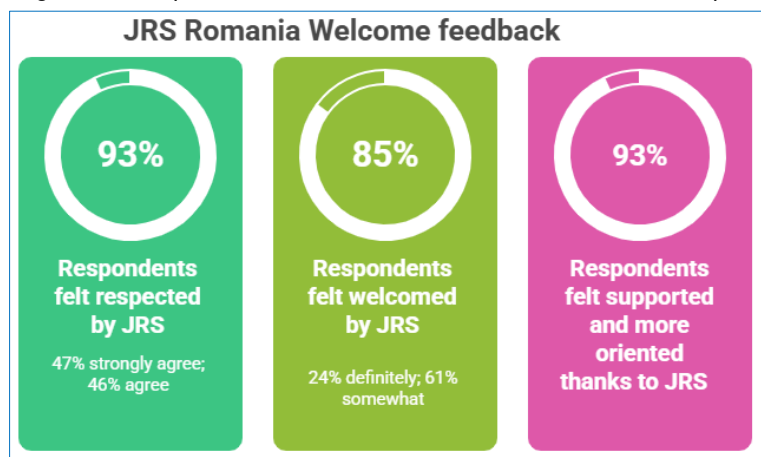
“They genuinely offer their help. They remember who you are. It’s very pleasant.” Ukrainian refugee

Outcome A5: IDPs perceive the reception process as respectful and humanising

⁴⁵ Few respondents mentioned housing, vouchers, hygiene items, details about accommodation programmes, access to medicine, activities for integration, education, employment opportunities, available courses, and stronger financial assistance

Evaluation indicator A5.1 At least 90% of refugees affirm that their interaction with JRS staff and volunteers made them feel respected and treated with dignity

Figure 38: Respondents' feedback on JRS Romania Orientation upon arrival



Across survey and qualitative data, JRS Romania's reception approach was consistently described as warm, dignified, and non-discriminatory. In the survey, **93% (n=240) of respondents reported feeling respected and treated with dignity by JRS staff and volunteers** (47% strongly agree; 46% agree). **85% (n=219) affirmed that JRS made them feel more welcomed (24% definitely; 61% somewhat).**

These results are supported by strong qualitative evidence. Beneficiaries repeatedly

highlighted the relational nature of the support received, emphasising kindness, attentiveness, and emotional closeness. Many described JRS as more than a service provider: a space where they were known by name, greeted warmly, and treated as individuals, not cases. This sense of human connection contributed strongly to feelings of inclusion, safety, and worth, particularly for vulnerable groups such as persons with disabilities.

JRS Romania's commitment to dignity was also reflected in its principled non-discriminatory stance. Despite external pressures to limit services based on nationality, JRS continued to assist all people in need, regardless of passport, ethnicity, or legal status. This inclusive ethos reinforced the perception of JRS as a trusted and uniquely humane actor during the early phase of displacement.

in the first moment, the attitude was warm and caring. They knew our names, they remembered us, they asked how we were doing. Even when they could not help, they listened and treated us with respect. It felt safe, and, like people who genuinely care, like a family". Ukrainian refugee

Factors for success, areas of improvement and sustainability analysis - Welcome

Key factors for success

- **The effectiveness of the *Welcome* response was largely driven by speed, presence, and organisational readiness.** JRS Romania's pre-existing operational footprint across multiple cities, combined with prior experience in asylum, and border monitoring and, integration support for persons holding a form of protection enabled an immediate, decentralised response at a time when public reception systems were overwhelmed. The rapid activation of multidisciplinary centres, call- centre services, and regional teams allowed JRS to provide orientation, shelter, and urgent assistance during the most chaotic phase of displacement.
- **A second critical success factor was flexibility enabled by the One Proposal framework.** This flexibility allowed JRS to make fast operational decisions, recruit staff rapidly (mainly Ukrainian- speaking

members of the TP community i), and adapt eligibility criteria based on need rather than nationality. This inclusive, needs- based approach was repeatedly highlighted by staff and informants as ethically defining and operationally effective, particularly for third- country nationals and students fleeing Ukraine who were excluded from other schemes.

- **The combination of material assistance and human presence also proved decisive.** *Welcome* support went beyond logistics: emotional grounding, respectful treatment, and continuity of contact were central to how beneficiaries experienced safety and dignity. High levels of perceived respect, orientation, and emotional settlement suggest that the relational quality of reception, being listened to, remembered, and accompanied, was as impactful as shelter or food itself.

- **A key factor in the effectiveness of the *Welcome* response was JRS Romania's rapid activation of diversified communication channels aligned with community preferences.** Telegram, widely used within the Ukrainian community and followed by over 5,500 subscribers, became the primary platform for announcements in Ukrainian, complemented by outreach through Facebook groups, Viber, WhatsApp, Instagram, the JRS website, YouTube, church networks, and word-of-mouth referrals. This digital strategy was reinforced by on-the-ground presence at border crossing points and at Gara de Nord railway station, as well as active participation in local coordination groups in the six cities hosting asylum reception centres. These combined entry points ensured that refugees could access JRS support through multiple pathways during the most chaotic phase of the emergency.

- **Finally, community-based information flows acted as an amplifier of impact. Word- of- mouth referrals within the Ukrainian community proved more effective than formal communication channels alone,** reinforcing trust and extending JRS's reach beyond institutional entry points. The call centre, social media presence, and visibility at borders complemented these informal networks and positioned JRS as a reference actor during the arrival phase.

What could be strengthened

- **Short- term accommodation solutions were effective in preventing homelessness, but limited duration and fragmentation across accommodation modalities reduced continuity for some families.** As emergency shelter transitioned into more precarious arrangements, some beneficiaries experienced renewed instability, highlighting the need for clearer pathways from emergency accommodation to more stable housing options.

- While orientation support was strong, **initial guidance was sometimes insufficient for navigating complex administrative or social systems independently, especially for families with disabilities or no prior networks.** Emotional disorientation and uncertainty remained significant during arrival, suggesting that early *Welcome* services could further integrate structured emotional support and follow- up during the first months.

- Finally, while staff recruitment was rapid and effective, the scale and intensity of the response placed high demands on teams. **Sustained support mechanisms for staff well- being and structured onboarding processes would help maintain quality during prolonged emergencies.**

Sustainability considerations

- **The *Welcome* response was designed for acute crisis conditions, and its sustainability is therefore structurally constrained by the protracted nature of displacement.** As arrivals stabilised but

needs persisted, the challenge shifted from emergency reception to managing transitions without losing protective gains achieved during the arrival phase.

- **Long- term sustainability depends less on maintaining emergency modalities and more on ensuring continuity between Welcome, Protection, *Promotion* and Integration.** Without clear handovers, gains in orientation, dignity, and emotional settlement risk erosion once emergency support ends.
- **The knowledge, confidence, and emotional grounding fostered during the *Welcome* phase represent durable outcomes.** Beneficiaries who felt oriented, respected, and emotionally supported were better positioned to engage with later services, seek help proactively, and cope with uncertainty. In this sense, the relational and informational components of *Welcome* support constitute a foundational investment whose sustainability lies in human capacity rather than material provision.
- **At system level, sustainability is also linked to the preservation of flexible funding and inclusive eligibility principles.** The ability to respond based on need, rather than rigid categories, was central to effectiveness and remains essential as crises evolve. Maintaining this flexibility will be critical for future displacement contexts where emergency and long- term needs increasingly overlap.

B. Protection

Overarching Evaluation question: How has support under Protection (housing, food, psychosocial support, legal assistance) impacted people's security, mental health, access to rights, and reduction of vulnerabilities?

Impact story: Not alone anymore. Tatiana's journey of resilience and JRS Accompaniment

When Tatiana left her hometown in the Dnipropetrovsk region of Ukraine, she was a single mother of three children, the youngest only one-year-old. The decision to flee wasn't made lightly. They lived for months in a makeshift basement shelter under their house, sleeping on improvised beds in the cold and waking at every alarm. *"My daughter couldn't sleep at night. She listened to missiles flying over our roof. She had depression, and I didn't know what to do."* Her family had already been torn by loss: both her parents had died from COVID-19, leaving her with no support network.

The journey to Romania was traumatic: cramped-expensive, two-day bus ride through with a crying baby in her arms, lacking the space to lie down or change a diaper. *"It was unbearable"*.

Arriving in Bucharest in mid-2022, she knew no one. Her first days were spent in a gymnasium packed with over 100 people, and later in a small dormitory room. She didn't know about any support programs. *"I was counting only on myself"*. Eventually, she found a rental through the 50/20 programme. But the arrangement was precarious and the middle man robbed her some belongings. When the support ended, the landlord evicted her family, throwing their belongings onto the street.

A volunteer guided her to a Baptist church that offered temporary shelter. It was only then that Tatiana connected with JRS through activities for her children. **Her son joined a kindergarten run by JRS; her daughter joined art and language classes. This small stability was a lifeline.** *"I was happy because*

my children had something meaningful to do.”

Then tragedy struck again. In September 2023, the family center where they had found shelter burned down completely. *“We lost everything: clothes, documents, medicine, laptops, even the children's school backpacks.”* But this time, she wasn't alone. **JRS responded quickly, calling her, delivering new backpacks, educational materials, and a brand-new laptop so she could resume her remote accounting work.** Her voice softens when she reflects on this support: *“I was very grateful. I didn't know where help would come from. But JRS helped my children return to school. They helped me return to work. They gave us back a sense of normal life.”*

Today, Tatiana lives with her children in a temporary rented room funded by church sponsors. It's far from easy but they are together, safe, and rebuilding their life together with JRS.

Outcome B1: Refugees regain a sense of physical safety and personal security in their daily lives

Evaluation indicator B1.1: At least 80% of beneficiaries who report feeling physically safe and personally secure in their daily lives as a result of housing support received from JRS

Access to housing support emerged as a cornerstone of the protection response by JRS Romania, especially at the beginning of the response. **Among beneficiaries who received financial housing assistance, 97% (n=30) reported that the support helped them feel physically safe and personally protected** (71% definitely; 26% to some extent). These findings are reinforced by powerful narratives of displacement, eviction risk, and the impact of stabilising rent payments.

In the majority of cases, housing support from JRS acted not as a full solution, but as a stabiliser during peak moments of vulnerability. 45% (n=14) of recipients reported that the cash was enough to cover rent, while 35% (n=11) said it helped a lot but required complementary income. Only 19% (n=6) stated it helped little and was insufficient. Compared to the overall sample, economically vulnerable respondents were less likely to report that the assistance was sufficient (23% vs. 45%) and more likely to indicate that additional funds were needed or that the support was insufficient (77% vs. 54%), suggesting that vulnerability status influenced perceptions of adequacy. Beneficiaries who needed to cover remaining costs did so through savings (30%), income from work (25%), help from family (20%), or borrowing money (15%).

“The owners raised our rent and debts accumulated and if it weren't for JRS, we would end up on the street or worse return to Ukraine(...) we are from Bakhmut where there is no home left, we have no other relatives. JRS assistance was a salvation, for which I will never stop thanking”. Ukrainian refugee

Evaluation indicator B1.2: Beneficiaries describing how JRS housing support helped them feel safer and more stable in their daily lives.

Access to the programme was broadly smooth: 74% (n=23) found it easy to register, and 90% (n=28) received the transfers without issues. Importantly, **65% (n=20) also received complementary forms of support**, ranging from emotional counselling and regular follow up (50%), dealing with landlords or drawing

up contracts (30%) to assistance with finding or choosing rental housing (20%) or assistance with address registration, **making the JRS housing response a holistic accompaniment rather than a financial transaction.**

Qualitative findings confirm the depth of impact. Beneficiaries described JRS housing support as a lifeline, particularly after public schemes like “50+20”⁴⁶ were discontinued. **Participants in interviews and focus groups reported that JRS housing contributions directly prevented eviction, allowed children to remain in school, and enabled basic stability for families facing chronic illness, disability or unemployment.** Several respondents noted that when the housing assistance ended, their stability crumbled again, underscoring the importance of predictable, longer-term solutions. JRS exit strategy relied on employability pathways and the assumption that state financial support would function as intended. In practice, state reimbursements were delayed and later discontinued in 2025, while donor fatigue led to significant funding reductions, including the scaling down of accommodation support. As a result, humanitarian assistance increasingly substituted for gaps in a weak and in some cases effectively non-existent social protection system, while simultaneously shrinking.

Participants with disabilities or chronic illnesses were particularly affected, with some unable to register their residence without a formal contract, thus blocking access to state entitlements. This instability was not linked to the modality of JRS Romania’s housing support. Across all programmes, rent reimbursements were made strictly against valid rental contracts and landlord-issued invoices; no unrestricted cash for accommodation was provided. For the most vulnerable, older persons, people with disabilities, and those with serious illnesses, no sustainable state solution currently exists. Within its regulatory framework, JRS Romania implemented all feasible measures to promote autonomy; however, structural constraints and funding cuts made a fully sustainable exit strategy unattainable for this group. The most vulnerable will continue to require sustained support under current conditions.

“It was just a miracle. As if we were waited for. JRS helped me settle the debt with the Romanian owner of the apartment. I was able to find a job during this time and continue to provide for my family. When you have the roof above your head, then you can plan your life.” Ukrainian refugee

Impact Story: Oleksandr and Maria: A holistic path toward stability and self- reliance

When Oleksandr arrived in Romania with his family, he believed displacement would be temporary, just for some months. He is surprised it will soon be four years since they left their life back.

Fleeing Ukraine with his wife and two daughters, Oleksandr faced compounded vulnerabilities. His youngest daughter, Maria, is a child with cerebral palsy and requires constant care and daily medication. **The family arrived with limited savings, mounting housing debt, and urgent medical needs.** The first connection to JRS came through informal community networks. *“When we came, our neighbor from*

⁴⁶ The “50+20” scheme was a Romanian government support programme introduced in 2022, providing a daily accommodation subsidy (50 RON per person paid to hosts) and a subsistence allowance (20 RON per person) for Ukrainian refugees under Temporary Protection. The scheme was later modified and gradually phased out.

Ukraine came and told us that here in JRS they could help us. We called and it was great. There was a genuine desire to help.”

From the outset, JRS support responded to the family as a whole, adapting assistance to changing circumstances. Initial help focused on urgent needs: food vouchers, hygiene items, and disability- related supplies.

As the situation evolved, housing instability became a major risk. Accumulated rent debt threatened eviction. JRS intervened with a one- off but decisive contribution. *“We decided to leave home because we had no money to pay for the apartment we had accumulated a big amount of debt. JRS helped us to cover a big amount of it.”*

Medical support was equally critical. Maria requires daily medication, including anti- cancer treatment. JRS covered costs that the family could not afford. *“They also support us with medical care, for medicines... because Maria has to take pills every day.”*

Beyond material assistance, Maria was invited to educational and creative activities tailored to her needs. Oleksandr repeatedly emphasized the human quality of the support. JRS staff knew his family by name, greeted Maria personally, and maintained contact over time. *“They know Maria. When I take her inside everybody starts to... ‘Hi Maria, how are you doing? They are like good friends to me, I feel them...like a family.”*

Over time, Oleksandr regained partial self- reliance. He found work and reduced his dependence on assistance, even though employment was physically demanding and far from his previous professional life. *“Now, I found a job... working as a loader. We are used to carrying our cross ourselves.”*

Today, Oleksandr no longer relies on JRS for daily survival, but the relationship remains active and meaningful. JRS is still a point of reference, not because of dependency, but because of trust. **For Oleksandr, the impact of JRS lies not in a single service, but in the ability to respond flexibly, housing when eviction loomed, medical care when health was at risk, material assistance when they could not make ends meet, and dignity throughout.** *“JRS is part of our life... not only assistance. We are always in contact. They know our situation. They know us.”*

Evaluation Indicator B1.3: Beneficiaries describe a sustained sense of personal safety and protection thanks to the support received from JRS

Survey results show that 91% (n=234) of respondents reported that JRS Romania helped them feel safer in their daily lives (29% definitely; 62% to some extent). This sense of protection extended beyond physical shelter to encompass emotional safety, stability for children, and relief from chronic uncertainty. Several beneficiaries described regaining a sense of privacy, calm, and control, particularly after transitioning from overcrowded shelters to private apartments.

FGD consistently framed rent as the main financial pressure. When housing costs were covered, other needs could be met more sustainably. Parents especially described how JRS support reduced anxiety for themselves and their children, allowing routines to resume and forward planning to begin.

However, the return of precarity after the end of support was a recurring theme. This reflects a structural gap in affordable housing and points to the limitations of time-bound assistance in protracted displacement.

Besides support with rent, qualitative evidence shows that the most recurrent JRS support that help beneficiaries to feel safe was **psychosocial support**, particularly emotional accompaniment, psychological consultations, group activities, and conversations with staff, which many described as humanising and stabilising. **Legal assistance was also frequently cited**, especially support in obtaining residence permits and understanding Temporary Protection rights, which beneficiaries linked to access to healthcare and the ability to remain in the country legally. Access to medical services and help with medications emerged as another common theme, especially for those with chronic conditions. Language courses, both in Romanian and English, were highlighted for reducing vulnerability and enabling better integration. Material support, such as vouchers and housing subsidies, was valued for offering temporary stability, particularly upon arrival. **Importantly, many participants described JRS as a trustworthy and consistent presence, providing a relational sense of protection that extended beyond services. In this way, safety was constructed through both practical assistance and the quality of human interactions.**

Impact Story: A light in the room. Navigating housing support in displacement

When the 50+20 public housing program ended, Svitlana was left facing a non-affordable rent. With a child to care for and no way to cover the cost of the apartment, eviction became a real possibility. The uncertainty was constant. *“It is a permanent stress when you cannot foresee what will happen in the next future, especially when you have a child.”*

Then JRS stepped in: *“I received a call from JRS. They could support me. It was a light in the room.”*

Through the housing payment program, JRS covered the full rent and contacted the landlord directly. *“JRS called my landlord... they took all his information... and paid the full amount.”* For a time, Svitlana regained stability. But when the JRS housing support came to an end, the safety it provided disappeared with it. Without enough income to sustain the rent, she had to leave the apartment. *“When I ran out of money... I had to go to free social housing in Bucharest.”* There, she shares a room with other families, with people constantly coming and going. *“Two or three families sharing the same room.”*

Svitlana’s story shows how housing assistance can prevent eviction and restore stability, yet also how fragile that stability remains when affordable housing solutions are not in place.

Outcome B.2: People have their basic needs met

Support was primarily channeled through cash assistance, social vouchers, transportation subsidies, and, in some cases, daily meals. In 2022 alone, an estimated 7,141 individuals were supported in meeting essential needs related to food, hygiene, transport and daily expenses. These included 4,950 individuals receiving food and hygiene vouchers, 1,403 supported through monthly financial transfers, 419 who received full meal provision during temporary hotel accommodation, and 369 individuals receiving transport support.

Additionally, an estimated 2,000 people benefited through JRS's two charity shops and through ad hoc product donations.

However, this type of assistance sharply declined in subsequent years. From 2023 onward, basic needs support was significantly reduced and became sporadic, with no comprehensive program comparable to 2022. This decline reflects both a shift in programmatic focus and the reality of constrained resources. Yet, the need for basic goods such as hygiene supplies, household items and transportation remained significant, as confirmed by the Needs Assessment in 2025. JRS extended voucher-based support to approximately 500 individuals in the first 6 months of 2025⁴⁷, enabling them to purchase essential non-food items such as hygiene products, bedding, and household goods.

Evaluation indicator B2.1: 75 % of beneficiaries who report that JRS support (voucher, food, hygiene, transport or financial assistance) helped them meet their basic daily needs (food, hygiene, transport, etc.) during the support period

According to the survey, 88% (n=114) of respondents said the support helped them cover their basic needs (53% said a lot; 34% only a little; 11% almost everything). Only 2% (n=2) said it helped very little. **This impact increased markedly with the duration of support. Among those supported for six months or more, 89% said it helped a lot, and none reported that it helped only a little.**

"When you are given a couple of hundred lei in the form of vouchers, it can hardly help significantly. But we are grateful for anything." Ukrainian refugee

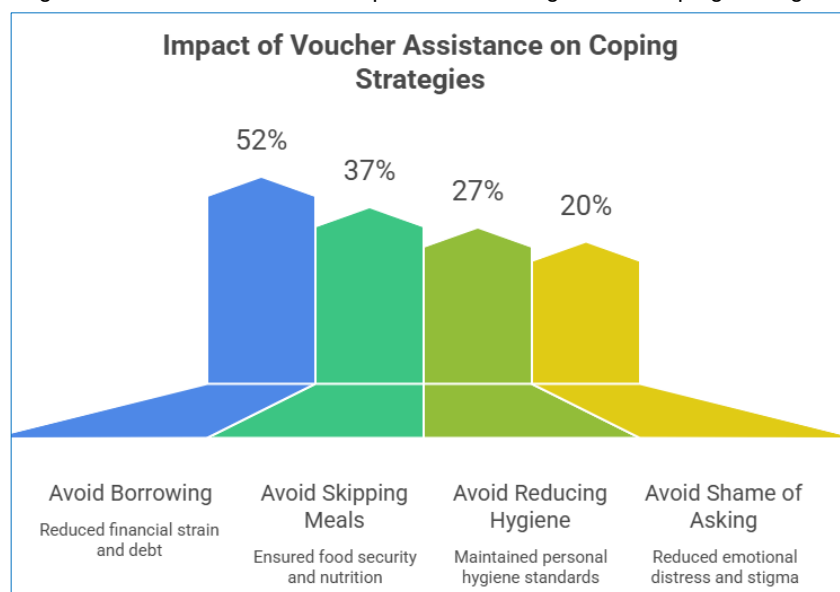
Support arrived in time for most: 94% (n=122) said it came when they needed it most (78% on time; 16% slightly delayed but still helpful). Again, timeliness was strongest among long-term recipients (100% of those supported 6+ months received help when most needed).

Evaluation Indicator B2.2: 80% of voucher recipients who report that the support helped them avoid harmful coping strategies (e.g. skipping meals, debt, reducing hygiene, etc.)

Voucher assistance demonstrably reduced reliance on harmful coping strategies, particularly among beneficiaries receiving sustained support. **Overall, 52% of recipients (n=67) reported that vouchers helped them avoid borrowing money or going into debt, 37% (n=48) avoided skipping meals, and 27%**

⁴⁷ Provisional information

Figure 39: JRS Romania main impacts on avoiding harmful coping strategies



(n=35) avoided reducing hygiene purchases. Emotional coping was also affected, with 20% (n=26) reporting that the support helped them avoid the shame of asking for help.

The protective effect was substantially stronger among those supported for six months or more. In this group, 78% avoided borrowing money, 44% avoided feelings of shame, and none reported that vouchers had no effect. By contrast, among those supported only once, avoidance of debt dropped to 54%, and 13% stated that the vouchers had no effect at all. **This confirms that short-term assistance has limited**

capacity to prevent negative coping strategies in a context of prolonged displacement, while sustained support provides more meaningful protection.

“Vouchers for the purchase of clothing for 600 lei for the child helped me a lot. We have a large family, five children, so this help is very useful for us.” Ukrainian refugee

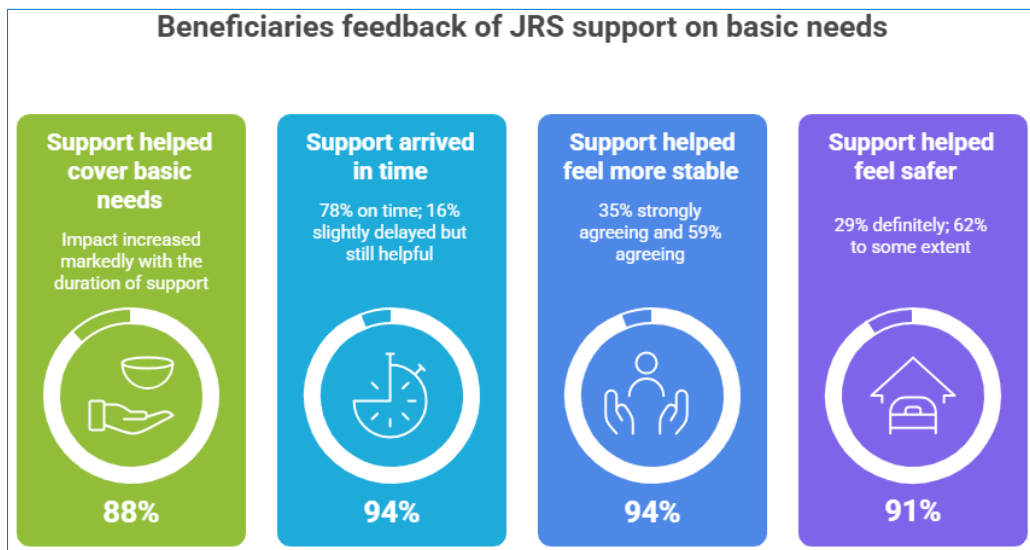
Evaluation indicator B2.3: Beneficiaries describe how JRS support (voucher, financial, transport, charity shop, meals) contributed to covering basic needs, reducing stress, or improving family well-being.

The combined effect of material assistance and respectful delivery translated into a strong sense of daily stability. **A total of 94% of respondents (n=123) reported that JRS support helped them feel more stable in their daily lives**, (35% strongly agree; 59% agree) This sense of stability was closely linked to reduced stress around meeting essential needs (food, hygiene, transport, and healthcare).

FGD results reinforce these findings. Participants consistently described vouchers as flexible and dignified, allowing them to prioritise household needs according to changing circumstances, especially under high rent pressure and limited income. Parents highlighted the ability to redirect resources to children’s clothing, school supplies, and medical needs as key to relief. Health-related support was particularly significant, with

beneficiaries describing how JRS subsidies for tests, consultations, and medication filled critical gaps left by

Figure 40: Beneficiaries feedback of JRS support on basic needs



public insurance, reducing anxiety and financial strain.

Across both survey and qualitative data, beneficiaries emphasised that the impact of support was not only material but relational. Timely responses, proactive follow-up, and the feeling that “someone is there” reinforced trust and reduced stress. **For families facing disability, illness, or**

high caregiving demands, this combination of practical assistance and human presence played a decisive role in maintaining dignity and family well-being during prolonged displacement.

Outcome B.3: Refugees regain emotional stability through reduced psychological distress

While emotional distress remains prevalent among refugee respondents in Romania, sustained engagement with JRS psychosocial services appears to significantly mitigate its intensity and frequency. According to data collected for this evaluation **emotional instability was primarily driven by a complex combination of war-related trauma, economic stress, uncertainty, and isolation**. Open-ended responses identify war in Ukraine as the primary source of emotional strain. Participants most frequently referred to ongoing violence, exposure to distressing news, concern for relatives, destruction of homes, and uncertainty linked to Temporary Protection and the future. The second most cited stressor was financial insecurity, including unstable employment, rising rental costs, fear of eviction, and the end of public or humanitarian support. Closely linked to this was pervasive uncertainty about the future, with respondents expressing anxiety about legal status, long-term settlement prospects, and economic survival. Health problems, particularly chronic illness, disability, and severe diagnoses in children, emerged as another major source of distress, often compounded by limited access to specialised care. Educational challenges for children, including language barriers, lack of school recognition, and adaptation difficulties, were also repeatedly mentioned. Finally, language barriers, social isolation, and generalised stress symptoms such as anxiety, fatigue, and depression were identified as additional contributing factors.

“The war hasn’t just taken our homes; it’s taken our peace of mind. We worry about our children’s education, our health, the rent we can’t pay, the family we left behind, and what happens when the support ends. It’s the uncertainty that wears you down every day.” Ukrainian refugee

Among survey respondents in 2025, very low levels of mental well-being (score of 5 or less) dropped to 11% (n=29), compared to 19% in the 2024 non-beneficiary group⁴⁸. The proportion of respondents with scores below the midpoint of the scale (0–12) decreased from 51% to 40%, while the share reporting high levels of well-being (20 or more) rose from 17% to 26%. **The average well-being score increased from 12.3 to 14.3 (out of 25).** These shifts point to a general improvement in emotional stability and a significant reduction in extreme distress among JRS beneficiaries compared to a non-beneficiary group.⁴⁹

While well-being remains moderate overall, the data suggests a clear transition from very low and low to medium or high levels of mental health. Age-disaggregated results confirm that older adults continue to face greater emotional vulnerability. Same as in 2024 respondents aged 60 and above showed the highest rates of distress, with 17% scoring 5 or below and 55% below the midpoint. Adults aged 50–59 followed closely, indicating that sustained emotional support may be especially important for these groups.

Impact Story: Maksym. Finding color again

When Maksym, a young Ukrainian boy, arrived in Romania, the trauma of displacement took a heavy toll on his emotional and physical health. He was unable to separate from his mother without breaking down. Every morning before school, he would become physically ill, vomiting, developing fevers, unable to regulate his fear. *“He would get sick because he was away from his mother... fever, vomiting.”*

In art therapy sessions facilitated by the MHPSS team working with JRS, Maksym’s emotional world began to take shape on paper. His first drawings were entirely black, with only hints of red. These weren’t just colors, they were signs of how overwhelmed and anxious he felt inside. *“Everything he drew was black... just a little bit of red. That was the state he was in.”*

Therapists used creative and trauma-informed methods to gently build trust. *“We focused on making him feel safe... first, the child has to be relaxed... Through drawing, we could understand what he couldn’t say.”*

Session by session, Maksym started to open up. His drawings became more colorful. He became calmer. He began to attend school without showing signs of physical distress. His emotional healing unfolded not through words, but through images and consistent care.

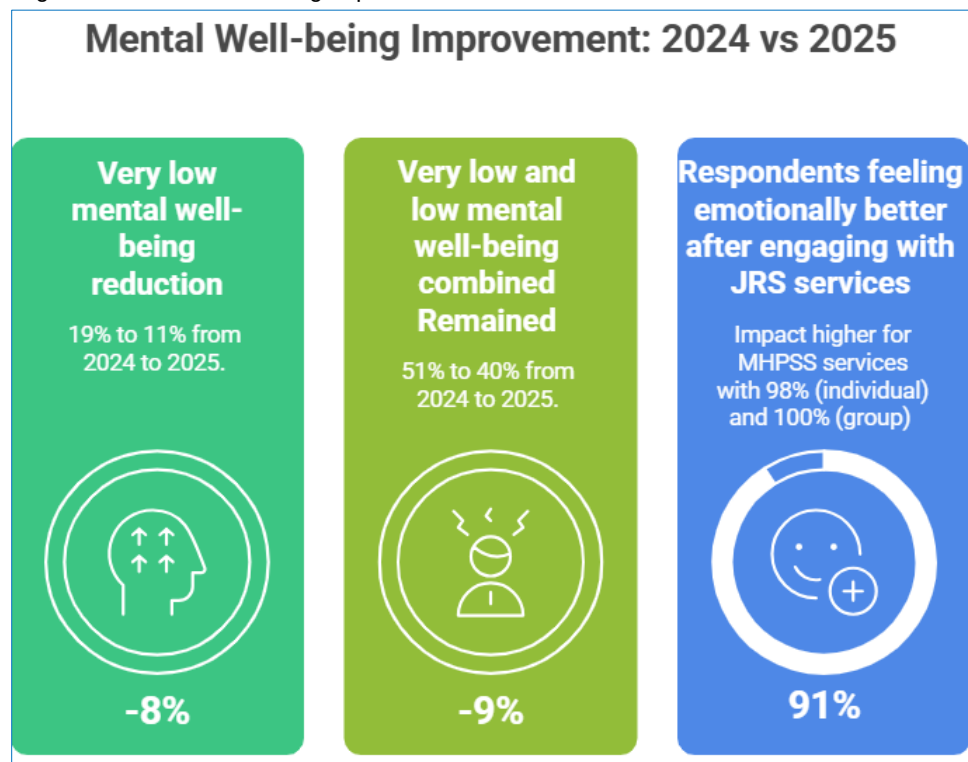
His mother was engaged in the process as well, helping reinforce that healing at home. **Maksym’s story is one of early intervention, creative expression, and the impact of personalized psychosocial care, restoring safety and dignity for a child who had lost his footing in the world.**

⁴⁸ See WHO Mental Wellbeing Index construction in the Methodology section. Index consists of five questions that ask individuals to rate their well-being over the past 4 weeks. The responses are measured on a scale ranging from 0 (not present) to 5 (constantly present). The sum, ranging from 0 to 25, provides a numerical representation of an individual's mental well-being, with higher scores indicating better psychological well-being.

⁴⁹ These differences should not be interpreted as direct causal effects, but they provide contextual evidence that beneficiaries engaged with JRS services report better emotional well-being outcomes than individuals facing similar displacement-related stressors without such support.

Evaluation indicator B3.1: At least 70% of beneficiaries who report feeling more emotionally stable and less distressed since engaging with JRS services

Figure 41: Mental Well-being Improvement: 2024 vs 2025. JRS Romania



Perceived emotional improvement is clearly attributed to JRS. A total of 91% of respondents (n=232) stated that JRS support helped them feel better emotionally (30% definitely; 61% to some extent), while only 9% reported no benefit. Impact was significantly higher among those who accessed individual or group MHPSS services with 98% (50% definitely; 48% to some extent) and 100% (50% definitely; 50% to some extent) respectively reporting improvement. Duration of engagement also played a key role: 58% of those supported for over

three months reported definite improvement, compared to 37% of those supported between one and three months, and 27% among those helped less than one month. These figures highlight the positive correlation between sustained support and emotional relief.

Figure 28: Mental Well-being Improvement: 2024 vs 2025. JRS Romania

Among respondents who attended individual or group psychosocial support sessions with JRS, a significant majority reported positive emotional changes. A total of **92% (n=66)** stated they felt more emotionally stable than before (39% strongly; 53% agreeing). Similarly, **88% (n=63)** said they felt less anxious or stressed in daily life (38% strongly; 50% agreeing). 87% affirmed they felt more connected or less alone (31% strongly; 56% agree), and 81% stating they had learned useful strategies to manage stress or difficult emotions (32% strongly; 49% agree). Lastly, 98% reported feeling listened to, respected and supported (44% strongly agreed; 54% agreed). Complementary effects were also reported: 60% said the support gave them motivation or hope, 49% said it helped them focus on work or studies, and 38% said it improved their relationships

"Everybody from Ukraine came here with stress...The psychologists who work at JRS... conducted consultations, individual classes, group classes. Now our psychological condition is absolutely different, it is more positive." Ukrainian refugee

Clear differences emerged when disaggregating responses by duration of support. Participants with over three months of engagement consistently reported stronger emotional improvements. For example, 67% of this group strongly agreed they felt more emotionally stable, compared to 30% with one to three months, and just 18% among those with less than one month. The same pattern held for reductions in anxiety (63% strongly agree with over 3 months of support vs. 9% with less than one month) and for learning coping strategies (58% vs. 9%).

These findings indicate that regular and sustained psychosocial support plays a critical role in strengthening emotional resilience. Respondents frequently linked their improvement to safe, consistent spaces for expression, attentive professionals, and tailored methods.

Evaluation indicator B3.2: Beneficiaries describe how JRS support contributed to reduced emotional stress, anxiety, or improved mental well-being

Across interviews, focus groups, and survey responses, JRS support was consistently described as a turning point from emotional distress to greater stability and resilience. **Emotional improvement was attributed not only to individual psychological sessions, but also to the regular presence, human warmth, and relational consistency offered through group activities and staff interactions.**

Participants frequently reported that being listened to, accompanied, and supported in a respectful and non-judgmental manner helped them regain balance. Beneficiaries identified several protective factors contributing to emotional improvement: participation in group events, emotional support for children, feeling safe, and the opportunity to talk to someone. Other participants pointed to the emotional effect of practical assistance and symbolic gestures. Activities such as language classes, cultural events, creative workshops, and group therapy were often described as sources of motivation, normalcy, and renewed purpose.

“Participation in events distracts from fears and worries from the war. It helps to calm down and focus on the present.” Ukrainian refugee

The majority of qualitative testimonies highlighted the role of staff, including psychologists, social workers, and teachers, in building emotional safety and restoring trust. Beneficiaries described how staff called them by name, remembered their stories, and created routines that helped reduce stress and anxiety. Support was also reported to have positive effects beyond the individual. Respondents mentioned better family relationships, renewed motivation, and improved parenting capacity.

Impact Story: Elena: A Journey back to herself

When Elena, a teenage girl from Ukraine, started attending therapy sessions offered by the MHPSS team working with JRS Romania, she was emotionally withdrawn and physically unwell. She struggled with a severe eating disorder and had developed habits of self-harm. Her weight had dropped to a critical level. *“It all started here in Romania. Elena idolised a celebrity and wanted to look like her. She had a critical low weight and had started to cut herself.” the psychologist recounts.*

Through regular psychological support and a safe therapeutic space, Elena began to rebuild a healthier relationship with herself. *“She quit drinking, and after that she quit smoking.”*

The sessions also helped her mother understand her daughter’s struggles in a new way. *“Mother was actually realizing that the child was having a problem and she did not have to be angry at her but she didn’t have the proper way to approach the issue.”*

For Elena, the impact went beyond symptom relief, it marked the beginning of reclaiming her emotional stability, and for her mother, a shift toward empathy and support. **JRS’s flexible and trauma-informed model helped not just the child, but the family as a whole.**

Outcome B4: Children with special needs receive appropriate support for their development, communication, and emotional well-being

Evaluation Indicator B4.1: Families report improvements in their child’s communication, behaviour, or developmental progress as a result of the support received from JRS

“I was depressed. After they diagnosed my child with autism everything changed. I’m very happy because I see the results of my child with JRS specialists... I’m happy because he is progressing. He can pay attention to classes now, he can more or less communicate.” Ukrainian refugee

Evidence from qualitative sources indicates that JRS Romania’s psychosocial and educational support for children with special needs had a positive impact on their development and well-being. Although this support reached a limited number of families, the perceived outcomes were significant. Parents reported improvements in children’s communication, emotional regulation, and social interaction, particularly when support was consistent and delivered by specialised staff. In several cases, families described how regular meetings with psychologists helped children integrate into peer groups or engage in learning more confidently. One mother noted:

This sentiment was echoed by others who appreciated the continuity of services and the empathy of staff, often singling out individual professionals by name. Some families expressed a desire for more frequent individual sessions and expanded access to specialists for children with severe disabilities, indicating that needs in this area still exceed available resources.

While the reported progress was anecdotal and not measured with standardised developmental tools, the consistency of parental feedback suggests that JRS services created an enabling environment for children with special needs to express themselves more confidently, improve social behaviours, and begin healing from the emotional toll of displacement.

Impact Story: A Door That Finally Opened: How JRS changed everything for Alina

When Alina fled Odessa with her two sons in the early days of the war, fear and disorientation clouded every step. Her younger son, Konstantin, then two years old, had not yet begun to speak. Specialists in Ukraine

had just started an assessment for autism when the war disrupted everything. *"All my life was left in Ukraine. I didn't have money; I didn't know the language. I was scared for my children's lives."*

In Bucharest, they felt alone and lost. Until someone told her about JRS. that conversation changed the course of Konstantin's development and Alina's life. *"JRS was the only door that opened for us. Everywhere else we tried, they promised to call back, but they never did. JRS did."*

At first, Konstantin cried, stayed only 40 minutes, and played alone. Today, he speaks, plays with peers, writes numbers, and attends kindergarten for over three hours. *"With the help of the speech therapist and psychologist he learned to play. To speak. He asks for water. He tells me who he played with."*

The emotional transformation has been just as profound. *"Now he says, 'I want to go to the children. I want to play.' Before, he only lined up his toys in silence."*

For Alina, these changes brought light back into her life. For Alina and Konstantin, JRS was more than support. It was the beginning of hope. *"Before the diagnosis, I was depressed. Now I'm 100% happy. He's growing. He's moving forward at his own pace, and that's enough for me. I even have some time for myself. It's more than enough. And it brings happiness".*

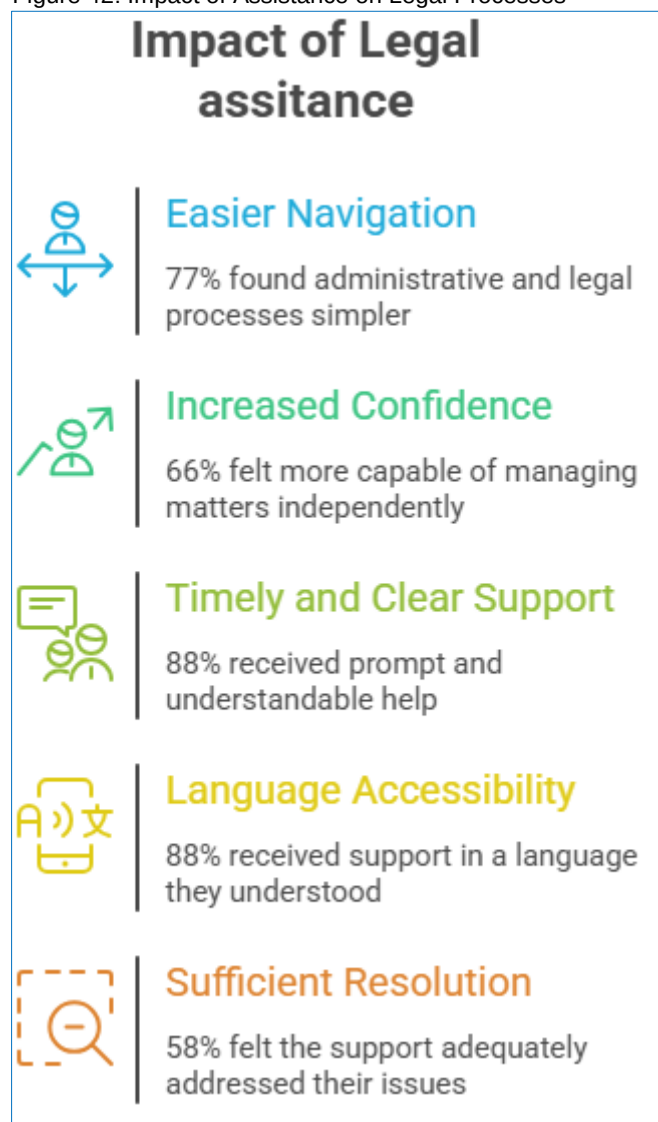
Outcome B.4: Refugees feel legally, medically and administratively supported in navigating their status and rights

Legal support

Since the onset of the humanitarian crisis, JRS Romania has provided evolving legal assistance to address the urgent and changing needs of refugees. In the emergency phase of 2022, services focused on urgent identification, legal guidance, and group counselling. A total of 1,417 individuals accessed legal assistance, and more than 2,500 received legal counselling. Legal teams operated across cities like Galati and Bucharest, reaching individuals in accommodation centers and temporary shelters. A lawyer network and WhatsApp coordination group were established early on to respond to fast-changing legal frameworks.

In 2023, services expanded in scope and depth. JRS introduced subsidized legal representation for vulnerable cases, broader legal counselling on temporary protection, asylum procedures, work permits, and legal residency. Families also received support in registering children in Romanian schools to ensure compliance with education laws and eligibility for government financial support. By the end of 2023, 9,103 people had been reached.

Figure 42: Impact of Assistance on Legal Processes



In 2024, efforts consolidated and transitioned into more targeted legal advocacy, supporting 373 individuals. Services included court representation and direct guidance on meeting legal requirements for accessing social aid. In 2025, during the mid-term period, 399 additional individuals were supported through legal or administrative assistance.

Evaluation Indicator B4.1: At least 85% of beneficiaries report that JRS effectively helped them understand and manage their legal/administrative situation in Romania

Survey results indicate that legal and administrative support remains a highly valued component of JRS services. Among legal beneficiaries surveyed (n=26), **77% agreed that the assistance received made the legal or administrative process easier (46% strongly agree; 31% agree)**. Similarly, 85% agreed that JRS clearly explained the relevant steps and procedures (54% strongly agree; 31% agree).

The vast majority of respondents found the support accessible and effective. Information was provided in a language they understood in 88% of cases, and delivered on time in an equal proportion. Communication was also perceived as clear and easy to follow by 88% of participants. In terms of outcomes, 58% reported that the support received was sufficient to fully resolve their legal or administrative issue, while 35% indicated it was partially sufficient. Follow-up was provided when needed in 81% of the reported cases

(62% fully; 19% partly).

While overall satisfaction was high, a minority of participants highlighted limitations in the depth of legal assistance available. A small number of participants raised individual concerns related to communication and the broader legal environment, including perceived challenges in navigating complex procedures or securing external legal representation. These experiences appear to reflect the general complexity of the legal system rather than limitations in JRS Romania's provision of counselling. According to the organisation, additional legal advice and follow-up support were available upon request, and legal assistance and referral pathways formed a consistent component of the wider humanitarian response in Romania.

Importantly, two-thirds of respondents **(66%) reported feeling more confident in managing administrative procedures as a result of the support received** (31% strongly agreed; 35% agreed), although 15% did not agree and 19% remained neutral.

Health support

Since the beginning of the war in Ukraine, JRS Romania has progressively scaled and refined its health-related support to address the complex and evolving needs of refugee populations. In 2022, health services focused on emergency support and partnerships. Weekly consultations were offered in collaboration with the Regina Maria Social Clinic and visiting pediatricians. A total of 1,238 individuals benefited from health-related assistance through service subsidies and referrals during this initial emergency phase.

In 2023, the programme strengthened its referral mechanisms and cost-reimbursement schemes. **JRS established a weekly system of referrals to the Regina Maria Foundation Social Clinic**, serving up to 30 persons per week. Assistance was tailored to needs and supported through documentation-based justification, contributing to transparency and financial accountability. A total of 1,485 beneficiaries received healthcare-related support that year.

In 2024 and early 2025⁵⁰, health assistance became more structured and targeted. Beyond reimbursement and referrals, JRS began organizing health education classes and first aid training to improve community resilience. The health component began integrating structured medical assessments, identifying gaps in insurance coverage, prevalence of chronic illness and disability, and needs linked to pregnancy, mental health, and child development. In 2024, 476 persons were supported; during the first half of 2025, 1,025 individuals received assistance, including 233 through medical cost reimbursement, 780 through donated medicine and 73 with free medical analysis and checkups. Support mechanisms also expanded to cover assistive devices, glasses, prostheses, and informal mediation with the public health system.

The health program has become increasingly responsive to structural vulnerabilities, including legal/insurance gaps, family doctor refusals, and lack of access to pediatric or chronic care services, and has consistently prioritized the most vulnerable groups (children, elders, persons with disabilities, pregnant women, and chronically ill adults).

Evaluation Indicator - At least 85% of beneficiaries who report that JRS helped them access or afford the medical care they or their family needed

Respondents confirmed that JRS medical support made essential healthcare more accessible. A strong majority of respondents (99%; n=104) reported that accessing medical services through JRS was easy (77% very easy; 22% generally easy), while only 1% (n=1) reported difficulty. Perceptions of effectiveness were similarly positive: 92% (n=97) agreed that JRS support helped them or their family stay healthy (52% agree; 40% strongly agree).

Importantly, 93% (n=97) stated that JRS helped them better understand how the Romanian health system works (66% definitely; 27% to some extent). Several participants described how the guidance received enabled them not only to claim their own rights more effectively, but also to assist others in the Ukrainian community. In situations where access to services was denied, beneficiaries reported feeling equipped to respond assertively and demand accountability, knowing what to say and how to escalate a complaint when facing unjustified refusals.

⁵⁰ Only 2025 mid-year report was available at the time of completing this evaluation

“Now we know what to say when they refuse us. We ask to speak to the head doctor, and we say we will contact the journalists or the prosecutor’s office. After that, they start to listen and things move. We now know the magic words” Ukrainian refugee

These results indicate that the medical support mechanism not only eased access and affordability but also empowered many refugees with system-level knowledge that enhanced their ability to navigate care independently.

Evaluation Indicator - Beneficiaries describe how JRS medical support (including referrals or subsidies) contributed to solving a health problem or reducing barriers to care.

Focus group and interview data confirmed that JRS health support directly enabled beneficiaries to resolve medical needs that would otherwise have remained unaddressed. The primary mechanisms were financial reimbursement, accompaniment, and navigation support. Medical assistance was consistently described as protective and stabilizing, particularly in contexts of chronic illness, family displacement, or disability.

“Thank you very much for your support, as a disabled person: I bought medicines, orthopedic orthoses, a device for measuring blood pressure. Very significant support.” Ukrainian refugee

Participants also identified clear structural barriers in the public health system, including unavailability of family doctors, discriminatory refusals, and procedural constraints at pharmacies. JRS support served as a buffer against these systemic barriers.

At the same time, few participants raised concerns about limitations in the JRS reimbursement model, particularly caps on costs. These constraints did not negate the value of the support, but introduced friction and partial access, particularly for high-cost or chronic conditions. Nevertheless, most participants expressed strong appreciation for the flexibility and responsiveness of JRS staff.

“JRS helped me to be allotted to a family doctor... I didn’t know the language; I didn’t know whom to address.” Ukrainian refugee

Factors for success, areas of improvement and sustainability analysis - *Protection*

Key factors for success

- A central success factor has been **early, flexible, and unconditional support** during moments of acute vulnerability, particularly in housing and health, often filling gaps left by delayed, discontinued, or inaccessible public schemes. Housing support functioned as a stabilising bridge rather than a permanent solution, but this bridging role proved decisive in preventing eviction, school dropout, health deterioration, and harmful coping strategies.

- **Strong partnerships significantly enhanced delivery capacity.** Collaborations with actors such as the Regina Maria Social Clinic, Sensiblu Foundation, and Unu si Unu expanded access to medical consultations, health education, psychosocial care, and art therapy, while embedding services within trusted JRS spaces. These partnerships allowed JRS to respond rapidly while maintaining quality and professional standards.
- **JRS Romania maintained close operational coordination with local authorities** (child protection services, municipal social assistance directorates, refugee office representatives) and local NGOs. Clear role distribution and referral pathways at local level ensured that cases were handled efficiently without duplication. In Bucharest, the weekly coordination meeting with the General Directorate of Social Assistance and other relevant entities proved particularly strategic. This forum not only strengthened institutional relationships but also enabled field-based feedback to inform legislative adjustments and implementation practices. By sharing concrete examples from different municipalities, JRS contributed to improving the practical application of legal provisions. The coordination mechanism also enhanced transparency regarding budgetary constraints, allowing JRS to provide realistic guidance to beneficiaries and support alternative solutions where state assistance was delayed or unavailable.
- **Another key factor was the human quality and continuity of staff accompaniment.** Beneficiaries consistently described JRS staff as accessible, proactive, and personally invested, often recalling staff members by name. This trust-based relationship reduced stigma around seeking help, encouraged sustained engagement, and enabled early identification of emerging risks. Proactive outreach, follow-up calls, and continuity over time were repeatedly cited as protective.
- **The integration of Ukrainian staff and facilitators** strengthened accessibility, linguistic mediation, and cultural understanding across legal, medical, and psychosocial services. Accompaniment and informal interpretation during legal and medical procedures were especially critical for people facing language barriers, discrimination, or complex administrative systems.
- **Finally, empowerment through knowledge emerged as a cross-cutting success.** Legal counselling, health orientation, and psychosocial support did not only resolve immediate issues but increased beneficiaries' confidence and agency. Many reported knowing how to assert their rights, navigate systems, and support others in their community, indicating impact beyond individual cases.

What could be strengthened

- **Despite strong performance, structural constraints limited the durability of housing outcomes.** While short-term rent support effectively prevented eviction and stabilised households, sustainability depended on two external factors: functioning state support mechanisms and continued donor funding. In practice, government reimbursements were delayed or discontinued, major NGO programmes closed, and donor priorities shifted away from accommodation support. The limitations observed therefore relate less to the design of the exit strategy, which combined employability pathways and reliance on existing legislation — and more to the dysfunction of public support systems and the progressive reduction of humanitarian funding.
- While JRS outreach was conducted through multiple channels (including call centres, website, Facebook, community contacts and in-person sessions), and specific measures were implemented to reach older people and those with limited digital access, **a small number of older refugees reported experiencing barriers in accessing or navigating available information.** This suggests that, despite significant efforts invested in targeted engagement with elderly beneficiaries, continued attention to age-

adapted communication and accompaniment remains important to ensure no vulnerable profiles feel excluded or uncertain about available support.

- **In health support, effectiveness was shaped largely by structural limitations in the Romanian health system and the availability of humanitarian funding.** Even where legislation granted access to family doctors, practical barriers persisted, including administrative complications, language barriers, and reimbursement ceilings that limited access to medicines and specialised services. For chronic and high-cost conditions (with limited state coverage beyond specific categories), access often depended on humanitarian resources. JRS partnerships, including with a social clinic, temporarily ensured free access to care; however, once project-based funding ended, these channels were no longer available. Although support was clearly communicated as time-bound and donor-dependent, the closure of medical schemes generated understandable anxiety among beneficiaries with ongoing treatment needs. These constraints reflect systemic and funding realities rather than gaps in programme implementation.

- **In psychosocial support, demand exceeds capacity.** Beneficiaries consistently requested more frequent and sustained sessions, especially for children, older adults, and families affected by disability. There is a need for deeper integration with Romanian schools to ensure that gains achieved in JRS spaces translate into broader social inclusion. Staff themselves identified the need for continued professional development, supervision, and peer learning, particularly in specialised areas such as autism, trauma, and neurodevelopmental disorders.

Sustainability considerations

- **Sustainability remains the most critical challenge across the *Protection* component**, largely due to the protracted nature of displacement and limited structural inclusion mechanisms in Romania.

- **Housing sustainability is constrained by persistent affordability gaps, informal rental markets, and low wages.** Without predictable, longer-term housing solutions, gains in safety, mental health, education, and employment remain fragile. Housing must therefore be understood not as a temporary output, but as a foundational enabler of autonomy and integration.

- **In health and legal assistance, the knowledge and confidence transferred to beneficiaries represent one of the most sustainable outcomes.** Even where financial support phases out, many beneficiaries are better equipped to navigate systems independently, assert their rights, and avoid exploitation. This empowerment effect partially offsets the withdrawal of material assistance.

- **Psychosocial sustainability depends on continuity.** Emotional recovery, especially for children and people with trauma or disabilities, is cumulative and long-term. Sustainability will require ongoing access to trained staff, supervision structures, and materials, as well as stronger involvement of parents and caregivers. The development of practical tools or manuals to transfer basic therapeutic approaches to families could extend impact beyond direct service provision.

- **Across all areas, beneficiaries expressed anxiety about declining humanitarian presence while needs remain acute.** The relational trust built by JRS is itself a durable asset, but its protective effect risks erosion if not matched by predictable pathways toward self-reliance, inclusion, and institutional handover.

C. Promotion

Overarching Evaluation question: What has been the impact of Promotion actions (education, training, resilience activities) on the development of skills, empowerment, and future prospects (including access to livelihoods)?

Framing note on scope and analytical approach - Caritas Project

The *Promotion* component of this evaluation assesses JRS Romania's contribution to refugees' educational development, skills acquisition and future prospects through a broad portfolio of education and livelihoods-oriented interventions. These include early childhood education, preparatory and compensatory schooling, language learning, life skills, digital and vocational training, and non-formal activities aimed at strengthening autonomy, confidence and social participation.

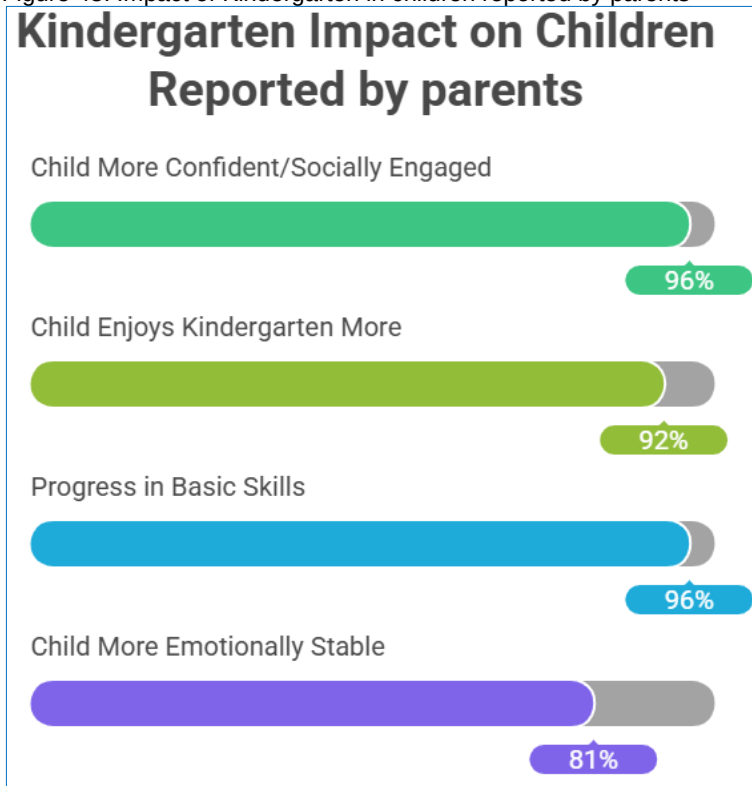
In this section, given the structure of JRS programming, this evaluation distinguishes between JRS's general *Promotion* approach and a Caritas-funded project⁵¹. The Caritas-funded project constituted a targeted subset of JRS's *Promotion* activities, with a specific focus on facilitating the transition of Ukrainian children from Ukrainian education pathways into the Romanian school system, alongside improving their psychosocial well-being. The project prioritised Romanian language acquisition, compensatory academic classes (online and offline), early childhood activities for parents and children aged 0–3 and life skills programmes for adolescents.

While both strands fall under the *Promotion* outcome area, they differ in scope, target groups and expected results. For this reason, selected indicators, particularly those related to children's educational adaptation and well-being, are analysed separately for the Caritas-funded project, while others reflect the overall JRS *Promotion* portfolio.

Outcome C.1 Refugee children improve their academic engagement, adaptation, and educational continuity
Evaluation indicator C1.1: 85% of parents/caregivers who say their child became more socially confident or better adapted after participating in Kindergarten

⁵¹ See Program description section of this report for more details about both

Figure 43: Impact of Kindergarten in children reported by parents



Survey data indicates a consistently high level of positive change in children's social, emotional, and developmental outcomes following participation in JRS-supported kindergarten activities. **A total of 96% of parents/caregivers (n=26) reported that their child became more confident and socially engaged after attending the kindergarten** (46% strongly agreeing; 50% agreeing).⁵² Qualitative evidence strongly supports these findings. Parents consistently described **visible shifts from isolation to social interaction**, particularly among children who had never previously attended kindergarten in Ukraine or who had experienced prolonged disruption due to displacement.

"He can communicate with children now. He can sit together with them at the table. Before he was playing alone and he was putting the toys in a line." Ukrainian refugee

Similarly, **92% of respondents (n=26)** stated that their child started to enjoy school or kindergarten more following participation (42% strongly agree; 50% agree), indicating **increased motivation and positive engagement with structured learning environments**.

"In Ukraine she (child) didn't attend kindergarten. Now we are seeing her development... she plays with other children, she interacts...she is learning." Ukrainian refugee

Improvements were also observed in foundational developmental domains. **96% of caregivers (n=26) reported progress in basic skills, including speech, behavior, and readiness to learn** (50% strongly agree; 46% agree), while **81% (n=26) observed that their child became more emotionally stable, calmer, or happier** (31% strongly agree; 50% agree). A small proportion reported neutral perceptions (15%), and 4% expressed disagreement, suggesting that emotional regulation outcomes, while largely positive, were more heterogeneous than social or cognitive gains.

⁵² Only 4% (n=1) expressed a neutral position, and no negative responses were recorded.

“He (child) is more balanced, calm, and more friendly... more open to the world. Now he says, I want to go see the children, I want to play” Ukrainian refugee

Several caregivers explicitly linked these changes to the emotionally safe, calm, and inclusive environment of the JRS kindergarten, especially when contrasted with earlier experiences in mainstream Romanian kindergartens where language barriers and lack of individual attention had limited children’s participation.

“In the Romanian Kindergarten he was like an alien. No one wanted to be friends with her. When he first came to the kindergarten here in JRS... children stopped him and said: Hey! We are speaking your language. It made a huge difference” Ukrainian refugee

The role of specialists, particularly speech pathologists and psychologists, was consistently praised by parents as central to their children’s progress. Many families noted that previous attempts with other providers had not yielded results, while JRS’s integrated therapeutic model led to visible improvements. Several caregivers emphasised that this was the only service where their child could receive support in their native language, which was essential for emotional safety and communication. The multidisciplinary⁵³ team was described as a defining feature of the kindergarten’s success.

“The speech therapists are just of the highest level. My child was absolutely shy when he went to the kindergarten, and now he is different, he attended the sessions with a logopedist, speech pathologist, and psychologist, and now he can be in the society, in the group of people, he is socially active, and he is integrated with other children, and I am very happy for that”. Ukrainian refugee

Evaluation indicator C1.2: Parents describe how kindergarten support (via JRS-friendly classrooms, daily activities or vouchers) helped them to find a better work life balance

Parents highlighted that the kindergarten enabled them to regain time and structure in their routines, with 85% reporting improved work-life balance (35% strongly agree; 50% agree). The service was perceived as accessible and high quality: 81% said the kindergarten was close (62%) or very close (19%), and 100% found the schedule met their needs (62% perfectly; 38% mostly). Many used this time for work, trainings, or managing family responsibilities. The premises were rated safe and comfortable by 88%. As JRS has recently shifted the kindergarten service to a paid model, several families expressed concern about affordability, noting that some caregivers no longer are able to access the service. Despite this shift, parents clearly articulated an ongoing need for continued support (96%). The most frequently requested services were speech therapy or specialised support (69%) and emotional or behavioural support (46%). In addition, 27% highlighted the need for assistance with enrolling their children in regular Romanian kindergartens, while 27% expressed interest in workshops or support for parents. Smaller proportions requested more information about their child’s development (23%) or additional learning materials and toys (19%).

⁵³ Although the team changed throughout the project, this team Included early childhood teachers, psychologists, a speech therapist, and social support staff

Evaluation indicator C1.3: 85% of parents who report that their child has improved their Romanian language proficiency since attending the JRS educational hub

Romanian language acquisition emerged as a notable, though uneven, area of progress among children participating in JRS-supported kindergartens and preparatory classes.

In the kindergarten cohort, while many parents appreciated that their children began to understand and use basic Romanian expressions, such as counting, naming colors, or expressing needs, the overall level of improvement was limited for many participants. **Only 35% of surveyed Kindergarten parents reported a slight improvement in Romanian language proficiency.** Another 35% said there had been no change, and 29% were unsure. **This suggests that while language exposure occurred, it may not have been intensive or structured enough to generate significant progress for most children.** For children in preparatory classes, results were somewhat more positive: **80% reported improvement** (40% slight; 40% one level).

Parents highlighted how children began using Romanian in daily life and some began forming sentences or singing Romanian songs. However, concerns were expressed over the reduction or discontinuation of Romanian classes due to budget constraints. Focus group participants reinforced that the Romanian language component was valuable but insufficient in intensity. Some parents referred to the kindergarten as a helpful “bridge” to school, but questioned whether the language support was strong enough to ensure readiness. Romanian language lessons were particularly valued for reducing social isolation and enabling children to participate more confidently, though not all children benefited equally.

“He (child) learned letters... he learned Romanian words and songs in Romanian. He now knows how to say: I want to drink, I want to eat... in Romanian ” Ukrainian refugee

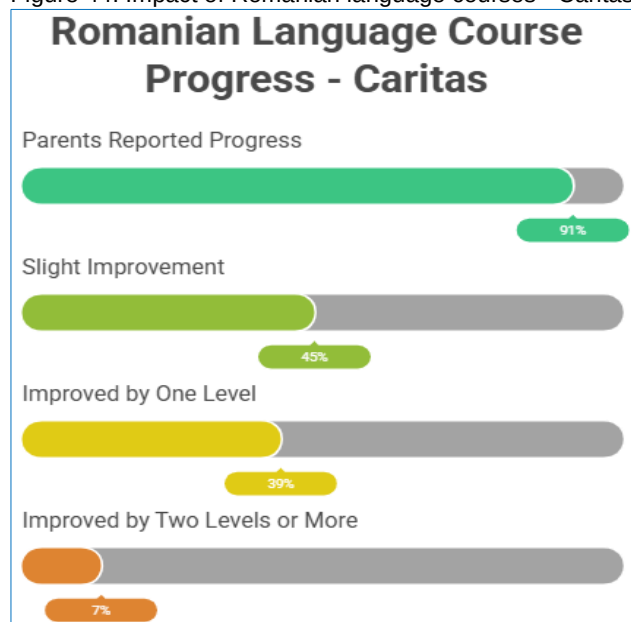
According to key informants from the Educational Public Sector, in schools where JRS was engaged, Romanian language proficiency among Ukrainian children improved significantly and it was the most impactful element supporting integration. This linguistic development enabled children to participate in class and begin building meaningful social connections. However, younger children integrated more easily, while teenagers struggled due to the advanced language needed for national exams or to follow the lesson.

“She can now speak Romanian, she understands everything and communicates well. She started to use it at school and in everyday life. In the JRS course it was easier for her to understand what the teachers were saying, since they also speak Ukrainian.” Ukrainian parent

In summary, while Romanian language development occurred for many children in the general JRS kindergarten and preparatory activities, the scale of improvement was moderate, and parents clearly articulated the need for greater intensity, continuity, and specialised language support.

Caritas-Funded Romanian Language Courses

Figure 44: Impact of Romanian language courses - Caritas



Romanian language improvement was reported at significantly higher rates among children participating in dedicated Romanian courses funded by Caritas and implemented by JRS. According to survey data, **76% of parents whose children attended Caritas founded activities observed progress in language proficiency (46% slight improvement; 26% improved by one level; 4% improved by two levels or more)**. Disaggregated results show markedly stronger outcomes among children attending specific Romanian language courses, where **91% of parents reported progress (45% slight improvement; 39% improved by one level; 7% by two levels or more)**.

Focus groups confirmed this positive trend, with parents consistently reporting visible improvements in comprehension, vocabulary, and the ability to speak in Romanian both at school and in daily life. The

improvement was described as meaningful enough to positively change how children participated in class or social settings.

“The biggest impact was when JRS got involved with the teachers or with the language courses. Children started to speak and to integrate much better with the class. Romanian Education inspector

Participants highlighted that the classes helped children move from passive exposure to active use of Romanian, with some even assisting their parents. Teachers, too, reported notable gains among children with regular attendance to the language classes and parental engagement. However, they also warned that progress was inconsistent: younger children progressed more, while older-teenager students often struggled due to self-consciousness (accent-based teasing or self-censorship), lack of exposure to native speakers, or cultural barriers.

“In school they hear my accent and begin to speak English with me.” Ukrainian student

Unintended positive effects were also identified. Teachers supported families in navigating bureaucratic challenges and correcting misinformation about the education system. They also helped prevent academic overload among students who were trying to follow both Ukrainian and Romanian school systems simultaneously.

Evaluation indicator C1.4: 80% refugee children parents who report support by JRS helped their children transiting to formal school in Romania

When students participated in JRS preparatory classes, perceived impact was unanimously positive: 100% of parents agreed that the programme helped their children integrate into formal schooling (80% strongly

agree; 20% agree). Across JRS's broader education programming, 72% of surveyed parents (n=74) agreed that the support helped their child integrate into the Romanian school system (47% agree; 25% strongly agree), while 25% remained neutral and 2% disagreed. This suggests that more structured, school-oriented preparatory support generates stronger perceived integration outcomes than more general educational assistance. Across JRS's general education programming, **72% of surveyed parents (n=74) agreed that the support provided helped their child integrate more easily into the Romanian school system** (47% agree; 25% strongly agree). An additional 25% remained neutral, while only 2% disagreed. Among respondents whose children participated in JRS's **preparatory classes, perceived impact was even higher: 100% of parents agreed that the programme helped their children integrate into formal schooling** (80% strongly agree; 20% agree).

Qualitative data confirmed that JRS played a decisive role in preparing children both linguistically and emotionally for formal schooling. Parents described how their children were able to pass placement exams, enter the school system officially, and participate more actively in class thanks to Romanian lessons, homework support, and a gradual adaptation process. JRS was often described as the only viable option for children who had been rejected or overlooked by the public system.

"My son goes to Romanian school. Before that he studied Romanian in JRS. It really helped him to become a student in the school." Ukrainian parent

"After they finished this one year of studying, the majority of children went to the second class of Romanian schools." JRS teacher

Evidence also shows that JRS support extended beyond classroom learning. Staff helped families navigate the complex legal and administrative steps required for enrollment, acting as mediators between parents and local school authorities. This facilitation proved especially crucial in schools with high refugee enrolments, where capacity and information systems were overwhelmed.

In locations where JRS had a regular in-school presence⁵⁴, stakeholders noted that the transition from "auditor" to full student status was faster, smoother, and more successful. JRS teachers provided essential information, bridged bureaucratic gaps, and offered in-class academic and emotional support that schools alone could not deliver.

This distinction between integration (formal registration) and inclusion (full academic and social participation) was key. JRS contributed to both dimensions by offering a model of accompaniment that combined academic guidance, legal and administrative support, language instruction, and psychosocial care.

"In schools where JRS was present, the inclusion of children was more successful than other schools. In School 95 there were over 120 students as listeners, about 70 became enrolled students. Over 50% transitioned. This is one of the most successful cases in Bucharest." Romanian Education inspector

⁵⁴ One Proposal did not fund specifically placement of teachers in the schools but according to key informants, the program helped to develop those specific ones both financially (covering other components) and technically (with officers paid with One Proposal funds.)

Caritas-Funded Project

Among parents whose children participated in the Caritas-funded activities, 70% (n=49) reported that JRS support helped their children integrate more easily into the Romanian education system (49% agree; 21% strongly agree), while 27% were neutral and only 1% disagreed. Disaggregated data suggests that language and compensatory classes (43% in offline classes strongly agreed and 27% in online classes) had greater perceived impact than other types of activities such as arts or leisure-based programming.

Parents consistently described how the Romanian and compensatory courses helped their children transition from “auditor” to full student status, pass exams, and engage with Romanian curricula. Several parents highlighted their child’s successful placement into Romanian grades and their ability to now receive grades and participate like other students.

“She passed the exam well thanks to these courses. Now my daughter is studying as a full-fledged student. I am very grateful.” Ukrainian parent

JRS teachers emphasized that without emotional safety, linguistic confidence, and foundational academic support, integration would remain partial. The courses helped many children advance, but some still lacked the level required for full academic inclusion.

“They demand them too much. They don’t understand what is required in a lesson. Not all parents can support their children, so it was very important for children to go to these classes.” JRS teacher

While these results point to meaningful contributions, teachers and parents alike also recognized significant structural barriers. Many Ukrainian children arrived mid-cycle (e.g., 5th or 6th grade) with gaps in prior learning, creating difficulties in following Romanian curricula. Language remained a core challenge, particularly for older students, and **some families preferred to continue the Ukrainian online system, either instead of or alongside Romanian schooling.**

While integration into the Romanian education system was formulated as the main objective of the Caritas project, implementation reflected a more flexible, child-centred approach. JRS did not pressure families to enrol children in Romanian schools but consistently encouraged integration while respecting parental decisions and legal constraints. In practice, families navigated different educational pathways, influenced by administrative barriers, Temporary Protection uncertainty, and long-term plans regarding return. Support was therefore provided without discrimination, prioritising continuity of learning rather than a single predefined integration trajectory.

This suggests that the outcome formulation may not have fully captured the complexity of educational decision-making under Temporary Protection. A more accurately framed outcome, centred on sustained access to quality education and continuity of learning across pathways, would better reflect both the operational reality and the protective approach adopted in implementation.

“I’m very concerned about my child’s education. Or rather, his complete lack of education. Because he’s having trouble learning Romanian. He’s just not good at learning languages. Because of this, there’s no point in going to a Romanian school, because he doesn’t understand anything there.” Ukrainian refugee

Evaluation indicator C1.5: Refugee families describe how JRS’s support helped their children succeed or adapt in school

Across JRS’s broader educational support, families reported substantial improvements in both academic performance and emotional adjustment among children. **Among survey respondents, 85% (n=111) rated the quality of teaching as high (39%) or very high (46%),** with only 12% rating it as acceptable. In preparatory classes specifically, though the sample was small (n=5), 100% of parents agreed that the activities improved their children’s academic performance, motivation to study, emotional stability, and ability to make friends, both Ukrainian and Romanian peers.

Qualitative evidence reinforces these results. **JRS’s non-formal hubs helped children succeed academically** by combining Romanian language instruction, bilingual explanations, and adapted homework support. Parents and teachers emphasized that children became more confident, communicative, and socially integrated.

Emotional development was equally critical. Parents observed reduced anxiety, better self-regulation, and increased social openness, particularly among children with previous trauma, behavioral challenges or special needs. Speech therapy and psychological support were described as “transformative” in helping children feel more included, confident and emotionally stable.

“He was always aggressive... the child changed... now he is peaceful.” Ukrainian parent

Inclusion was also promoted through friendships and play-based routines, especially for children previously isolated or studying online. Teachers noted the importance of safe, emotionally attuned environments, while school authorities emphasized the role of JRS mediators and educators in bridging academic gaps and reducing absenteeism.

However, interviews with public school teachers revealed systemic limitations. Many Ukrainian students were present physically but disengaged due to language barriers, limited institutional resources, and a lack of training among Romanian teachers. Despite these limitations, JRS’s tailored support model clearly contributed to improved academic participation, emotional well-being, and school adaptation across age groups.

Caritas-Funded Project

The vast majority of parents whose children participated in Caritas-funded educational activities reported clear improvements in their children’s **emotional well-being, academic engagement, basic skills, and social adaptation.**

Academic motivation and performance improved notably among participating children. A combined **84% of respondents (n=70) reported that their child became more motivated to study (28% strongly agree; 56% agree), while 78% (n=64) observed improvements in academic results** (28% strongly agree; 50% agree). Offline compensatory classes showed stronger results with 93% and 87% respectively (57% of respondents strongly agreeing). Online preparatory classes were also reported to be very effective with 91% in academic motivation (41% strongly agree; 50% agree) and 86% in academic results improvement (45% strongly agree; 41% agree). Parents noted that structured lessons, particularly in math and Romanian, helped children keep up with school demands and regain confidence.

“This program really helped him a lot to increase his motivation for studying. He passed the Romanian exam because of these lessons. Ukrainian parent

Emotional and behavioural stability was one of the most widely perceived areas of change. A combined **89% of parents (n=81) agreed that their child had become more emotionally stable** as a result of participating in JRS activities (35% strongly agree; 54% agree). This effect was even stronger among those enrolled in offline compensatory classes (93%; 64% strongly agreed; 29% agreed) and in Communication and interpersonal skills (100%; 56% strongly agreed; 44% agreed.) Qualitative testimonies reinforced these findings, describing how children became “calmer,” “happier,” and “less anxious.” Several parents also highlighted how structured group routines contributed to a sense of stability.

“She used to be anxious. This helped her become more emotionally stable, definitely. Ukrainian parent

Basic learning skills (such as speech development, classroom readiness and behavioural self-regulation) were also positively assessed. Overall, **84% of respondents (n=69) said their child improved in this area (35% strongly agree; 49% agree)**, with stronger results in offline compensatory classes (86%; 57% strongly agree; 29% agree) and Communication and interpersonal skills course (100%; 67% strongly agree; 33% agree). These findings were also seen in parental feedback describing how children became more attentive and better prepared for school routines, and how support from educators and speech therapists helped reinforce foundational skills.

“He learned to be more disciplined, more attentive. We saw changes in behaviour and how he communicates. Ukrainian parent

Social adaptation and confidence were additional key areas of transformation. **A full 90% of parents (n=74) reported that their child had become more confident and socially active** (34% strongly agree; 56% agree). Offline compensatory classes stood out, with half of respondents (50%) strongly agreeing and another 43% agreeing. Several parents mentioned how their children began speaking more openly, participating in group activities, and forming peer connections an essential step in rebuilding a sense of normalcy after displacement.

Joy and enthusiasm toward learning also increased: 81% of respondents (n=66) said their child attended school with more joy since joining JRS activities (30% strongly agree; 51% agree), particularly

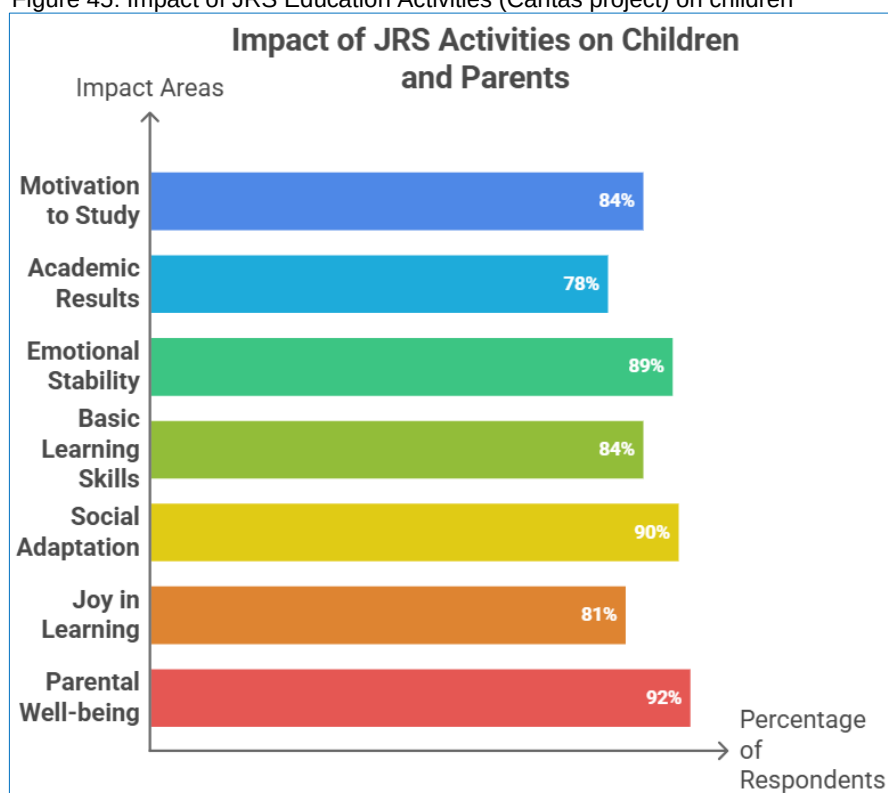
those engaged in arts and creative classes (100%; 78% strongly agree; 22% agree). These emotional benefits were seen as essential for long-term engagement and school retention.

Parental well-being and work-life balance were positively impacted as well. A total of 92% of parents (n=76) said they achieved better balance between work and family thanks to the program (43% strongly agree; 49% agree). This reflects both the stabilizing role of regular classes in children’s lives and the practical benefit for parents to manage household, employment, or training responsibilities.

“These three hours gave me the time I needed to do courses and take care of things at home. Ukrainian parent

Program design elements were also favourably rated. A strong majority (71%) found the schedule and duration of classes fully adequate to their family’s needs, with an additional 27% saying they were “mostly” adequate. In terms of infrastructure, 92% of parents attending offline activities considered the learning space comfortable and safe for children. Additionally, 98% of respondents described the staff as friendly, professional and supportive.

Figure 45: Impact of JRS Education Activities (Caritas project) on children



Despite the positive results, the evaluation identified persistent unmet needs and areas for improvement. Parents and teachers stressed the importance of reducing the number of children per teacher in online classes (from current 25-40 ratio to 10), as large groups were perceived as limiting individual progress. Families who intended to transition their children to formal Romanian schooling expressed a strong demand for increased hours of Romanian language instruction. Many agreed that students lacked support for passing the Evaluarea Națională (National Assessment) and other key exams. Some teachers also noted the lack of access to official Romanian schoolbooks, which hindered their ability to align content and adequately prepare students

for integration. Limited technical resources (mostly laptops) in some households were seen as a barrier, stressing the phone is not the ideal tool for these lessons. Lastly, some suggested more structured pathways or partnerships with Romanian schools for better and more effective transition.

Nearly half of surveyed parents (47%) requested continued speech therapy or specialized developmental support, and 44% expressed the need for emotional or behavioural assistance. Additional priorities included workshops for caregivers to support learning at home. These demands were echoed in open-ended feedback, which called for extended free courses (now paid), more teaching staff, and targeted homework support, particularly in Romanian language and core academic subjects. Some parents also mentioned the need for activities tailored to teenagers, support for children with special needs, and greater alignment with the Romanian curriculum to ease academic transitions.

Evaluation Indicator C1.6: Adolescents participating in JRS activities report increased emotional well-being, learning motivation, and engagement in personal development pathways

Although limited in scope compared to other age groups, the project's work with adolescents demonstrated promising outcomes in emotional well-being, motivation, and learning engagement. In focus group discussions, **teenagers consistently described JRS activities — such as English, IT, robotics, and crafts — as meaningful spaces for personal development, emotional expression, and social interaction.** These courses were particularly valued by adolescents not attending formal school, who saw them as alternative learning pathways and sources of enjoyment.

"She said it's boring staying at home, so she would prefer to go to school in order to make more friends."
Ukrainian refugee

Language learning, especially English, was frequently cited as a core aspiration. However, it is notable that no adolescent mentioned Romanian classes as a priority, despite their limited language proficiency, suggesting a potential intergenerational transmission of resistance or ambivalence toward integration. Encouragingly, teens also expressed clear preferences for course types (e.g., "Traditional classes with a lesson... grammar"), and a desire for creative and tactile formats such as "robotics," "drawing," "things to do with your hands," and "IT-related activities." The environment was perceived as safe and inclusive, helping some overcome social withdrawal and build confidence

"I love coming to the center (JRS). I meet my friends here (pointing to another girl in the room)." Ukrainian adolescent

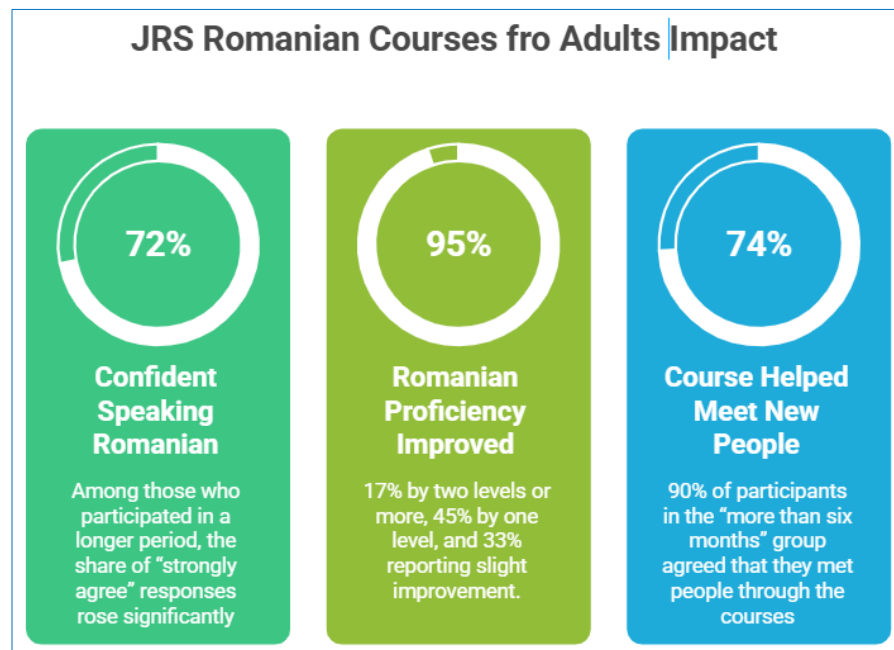
While direct quantitative data was limited, nearly all parents who selected "activities for teenagers" reported strong improvements in their child's emotional stability (84%), basic skills (84%), confidence (90%), and joy toward learning (74%). These results confirm that adolescent programming, when aligned with their interests and delivered in accessible formats, can contribute meaningfully to psychosocial well-being, self-efficacy, and future orientation. However, to increase relevance and long-term impact, several improvements were suggested: aligning course schedules better with school timetables, promoting underutilized options like 3D design, ensuring continuity of successful language classes, and embedding Romanian learning more intentionally into engaging, youth-friendly formats.

Outcome C.2 Refugees feel more capable of contributing to their own development and future prospects

Evaluation indicator C2.1: % of participants who report increased confidence using Romanian in daily life after JRS language support

The majority of surveyed participants (**72%; n=68**) reported feeling more confident speaking Romanian

Figure 46: Impact of JRS language courses - Romania



in everyday situations after attending JRS courses (18% strongly agree; 54% agree), while 27% remained neutral and only 1% disagreed. Notably, the sense of confidence increased with the duration of course attendance. Among those who participated in a longer period, the share of "strongly agree" responses rose significantly: 40% among those enrolled for over six months, and 27% for those enrolled between four and six months. This suggests a positive correlation between sustained exposure and perceived confidence in using Romanian.

At the same time, perceived linguistic improvement was even stronger than confidence levels. **Overall, 95% of participants stated that their Romanian proficiency had improved as a result of the JRS courses:** 17% by two levels or more, 45% by one level, and 33% reporting slight improvement. Among those attending more than six months, 80% saw their level increase by at least one level (30% by two or more), while only 20% reported a slight improvement. For the group attending four to six months, 72% also reported significant improvement (27% by two levels or more, 45% by one level). **These findings indicate a clear pedagogical impact of JRS programming, especially when sustained over time.**

The fact that confidence in speaking lags slightly behind the perception of improvement suggests that additional focus on oral communication, conversational practice, and real-life language use may be needed to strengthen self-assurance. Many learners may grasp grammar and vocabulary but still feel hesitant to speak in public or unfamiliar settings, particularly if they lack opportunities to practice with native speakers or in real contexts.

Evaluation indicator C2.2: Beneficiaries describe how language support helped them navigate daily situations and reduce isolation

JRS-supported Romanian language courses contributed meaningfully to participants' ability to engage with their surroundings and reduce feelings of isolation. Across the survey sample, **74% of respondents (n=70) agreed or strongly agreed that the course helped them meet new people (57% agree; 17% strongly agree)**, while only 4% disagreed. Social connection was notably higher among those attending courses for longer durations: **90% of participants in the "more than six months" group agreed that they met people**

through the courses (50% strongly agreed), compared to 73% among those attending 1–3 months. This correlation suggests that sustained course attendance not only builds language skills, but also strengthens peer relationships and community belonging.

In addition, 78% of respondents (n=71) reported keeping in touch with classmates (29% often; 49% sometimes). This informal social network highlights the secondary benefit of language courses as spaces of community building, especially important for displaced individuals navigating unfamiliar environments.

Qualitative evidence reinforced these findings. Many participants described how they began using Romanian in everyday situations such as speaking to landlords, visiting doctors, navigating shops or markets, and interacting with school personnel. Others highlighted how these linguistic skills allowed them to regain a sense of independence.

“Now the owner of our flat does not speak English to us as he used to. I am very happy and proud of myself because I can communicate with him in Romanian.

“I use it [ref. to Romanian] in the shop, in the market, with doctors... I am very proud of myself” Ukrainian refugees

For many, language learning was closely linked to emotional well-being and personal development. Participants spoke of the courses, particularly the speaking clubs, as safe spaces that helped them overcome fear, build confidence, and reconnect socially. Notably, several participants also viewed language skills as a bridge toward future employment or studies, despite acknowledging the limits of their fluency.

Evaluation indicator C2.3: 80% of refugees who report increased confidence and motivation to pursue personal or professional goals after participating in JRS activities

A defining feature of JRS’s approach to adult learning was its emphasis on rebuilding self-confidence, emotional readiness, and personal agency, often before any technical or vocational outcomes could be achieved. Participants described how the courses helped them reconnect with their identity, take control of their lives, and begin actively shaping their future in Romania.

Participation in JRS Romania’s adult education, vocational training, and personal development programs led to strong reported improvements in self-confidence, motivation, and future orientation among beneficiaries. Survey results show that **96% of respondents (n=25) felt more confident in themselves and their abilities after participating in JRS activities** (54% strongly agree; 42% agree). Similarly, **84% (n=22) reported feeling more hopeful and motivated** (42% strongly agree; 42% agree), while **88% (n=23) said they had become stronger and more confident in overcoming difficulties.**

“There was a very deep work with 20 women for 3 months (Psychological Resilience / Personal Development Training). For me this course was a turning point in Romania. Before this training I was just sitting at home watching the news and waiting for something to happen.” Ukrainian refugee

Nearly four in five (77%) reported having taken concrete steps to improve their future, and a similar proportion (77%) said they now felt better able to develop and achieve goals after engaging with JRS. This perceived shift translated into practical intentions and actions. When asked about the usefulness of the skills or knowledge acquired through JRS, **81% of respondents considered them either “very useful” (54%) or “mostly useful” (27%) for their personal or professional future.**

Respondents who participated in English language, professional training, and mentoring activities reported the highest levels of perceived usefulness and confidence to apply their learning. Specifically, **73%–80% of respondents from these courses considered the knowledge already useful in practice**, and 50% or more reported feeling “very” or “mostly” confident to apply it for instance in starting a business, applying for a job, or continuing their studies.

“I understood the scheme of work correctly. JRS gave from zero, from complete, and to the finish, complete coating. I learned sterilization of instruments... quality of materials, how to apply them.” Ukrainian refugee

These quantitative findings were strongly reinforced by qualitative data. Across multiple focus groups and interviews, beneficiaries consistently described JRS activities as transformative experiences that helped them regain a sense of purpose, dignity, and agency after displacement. Several women who had participated in vocational trainings (e.g., manicure, cooking, marketing) reported using their skills to offer services within their communities or explore new economic paths:

“I felt confident and was able to find a job. I started to promote myself on Instagram and my chef-boss found me. She offered me the job as a chef assistant.” Ukrainian refugee

Others shared how the psychosocial elements or specific programs of psychology training helped them transition from passivity to re-engagement with life

“This course helped me very much... I understood that I am not on the run... I need to live here. It helped to believe in yourself, that life is not over. I want to try something new for myself. My dream to be a web designer” Ukrainian refugee

These shifts in self-perception were often more meaningful than immediate employment outcomes. While some began monetizing their skills (e.g., beauty services, catering), many viewed the courses as a crucial first step toward long-term adaptation and self-reliance. This layered impact, combining emotional restoration, skill-building, and future planning, shows the significance of JRS’s approach in rebuilding lives after displacement.

Outcome C.3 Refugees find income generation activities

Impact Story: Skills that travel: How Daria built a life across borders

Daria arrived in Romania with her daughter after fleeing the war in Ukraine. Like many others, she discovered JRS through local networks. Among the various courses offered, one stood out: the manicure training. It gave her the chance to explore a profession she had long considered, but never pursued back home. She found the training comprehensive and practical: *“the course covered everything. I learned about sterilization of instruments... quality of materials, how to apply them.”*

Soon after, Daria began working: *“I started working at home, it is the mini-saloon, mainly for friends”*
The training not only gave her technical skills, but restored confidence and direction:

After relocating to Spain, she was able to continue working in the same field, showing that the support received in Romania had long-term value beyond national borders. *“My friend has a beauty salon, and I work there as well.”*

Today, Daria earns an income through her skills, navigating her new life with more stability and independence thanks to a timely intervention that empowered her to build a future for herself.

Evaluation indicator C3.1: 50% of refugees who report having accessed any form of income-generating activity (employment, freelancing, self-employment) during or after receiving JRS support

Only a minority of beneficiaries reported engaging in income-generating activities in Romania, underscoring the structural and personal barriers faced by refugees in achieving financial autonomy. **Among surveyed respondents (n=26), 46% had held paid work (full- or part-time) in the past three years, while 19% reported earning income through freelancing, entrepreneurship or informal activities.** Notably, 35% declared having had no income at all during that time.

Among those who did report employment, half stated that JRS Romania had helped them “a lot” to find or prepare for that activity, while one third said JRS helped “a little.” Qualitative explanations highlighted different forms of support, including language acquisition, direct employment through JRS contracts, increased confidence, and skill-building in social media, communication or vocational sectors.

“I really needed English for work, which I learned at JRS” Ukrainian refugee

Despite these individual cases, overall perceptions of financial self-sufficiency were low. **Only 17% of survey respondents (n=44) agreed they had sufficient income or resources to live independently.** These figures reflect a persistent gap between skill-building and stable livelihood generation. This gap was further evidenced by responses to the statement “JRS Romania has contributed to my personal or professional development”, where only 38% agreed (9% strongly; 29% agree), and more than half of respondents (53%) remained neutral. Although the data points to perceived improvement in employability, it does not yet translate into broad income access or independence.

“I know how to start a business. But I need to buy proper equipment and tools... not everybody can afford it. It's very difficult in Romania. From the first day you must pay a lot of taxes” Ukrainian refugee

Factors for success, areas of improvement and sustainability analysis - Promotion

Key factors for success

A. General Education Programming (Kindergarten and Preparatory Education)

- **Bilingual and emotionally safe learning environments** allowed children to adapt progressively and regain confidence, especially in the first year and for children with special needs where language in their mother tongue was crucial.
- **Bridging systems:** JRS provided support where Romanian schools could not — especially for children not yet ready linguistically or emotionally for full transition
- **The integration of educational, psychological, and speech therapy** support addressed both cognitive and emotional development.
- **Daily structures** enabled parents to work or train, enhancing household stability.
- **Dual support in bureaucracy + emotional adaptation + academic support.**
- **Trustworthy environment:** Small groups, consistent caregivers, and positive teacher–child relationships enabled children to feel safe, respected and seen.

B. Caritas-Funded Educational Activities

- **Online model** attracted many and was convenient for those living far from JRS premises
- **Bilingual explanations** strengthened academic understanding and reduced dropout risks.
- **Tailored attention** from dedicated teachers enabled visible gains in Romanian proficiency, confidence, and emotional stability.
- **Flexibility of teachers** was highly valued, particularly for children managing both Ukrainian and Romanian school systems.
- **Multidisciplinary, holistic approach**, combining arts, languages, life skills, and psychosocial support, fostered well-being and motivation.
- **Adolescents engaged meaningfully** in creative, digital and peer-based learning environments when activities matched their interests.
- **Teacher motivation and innovation.**
- **Trust and communication with parents.**

C. Livelihoods and Adult Training

- Courses prioritised **emotional reactivation and personal agency**, before technical outcomes.
- Beneficiaries reported **renewed self-confidence**, purpose, and willingness to pursue new goals.
- Vocational training in beauty, baking and digital marketing enabled **informal or complementary income generation.**
- **Peer solidarity and Ukrainian-language facilitation** enhanced trust and participation.
- **The portability of acquired skills** across borders increased the perceived value and long-term applicability of training.

What could be strengthened

A. General Education Programming

- **Limited Romanian instruction hours** reduced Romanian school readiness for some children.
- From the outset build **stronger mechanisms to track and follow up on auditors** so they don't stay in limbo for years.
- **Public schools lacked mechanisms** to absorb JRS support roles (e.g. mediators, bilingual assistants).
- Romanian teachers needed **more preparation for inclusive, refugee-sensitive pedagogy**.
- **Limited continuity**: many families could not afford to continue activities once they became paid.

B. Caritas-Funded Educational Activities

- Online classes **teacher-student ratio** (up to 40 students) could be lowered; teachers and parents advocated for smaller groups (around 10).
- Lack of **official Romanian textbooks and terminology guides** made it harder to align remedial content with school curricula.
- Time slots for classes often conflicted with school hours, **limiting adolescent attendance**.
- Current access appears based primarily on age and nationality, **without assessing individual or family-level need**. This creates a risk of misalignment: some adolescents who would benefit most from academic reinforcement or psychosocial support may be excluded, while others with fewer barriers (e.g., those who can afford private tutoring) may benefit from services they don't urgently need.
- **Limited continuity**: many families could not afford to continue activities once they became paid.

C. Livelihoods and Adult Training

- **Training duration was sometimes too short**, limiting professionalisation.
- **Participants lacked financial, and technical support to formalise their businesses**. According to JRS Romania, micro grants or start-up capital were not included in project design due to high associated costs and limited evidence of effectiveness from similar schemes implemented by other actors. Where possible, participants were referred to external programmes; however, business formalisation in Romania remains costly and bureaucratically complex, often requiring sustained accompaniment and significant financial input. Strengthening this area would require dedicated resources for tailored mentoring and adequately funded start-up support, beyond the current project framework.
- **No structured job placement, certification, or micro grant mechanisms were available**. According to JRS Romania the organization has implemented such measures under other programmes, including formal cooperation with local employment agencies (e.g. in Galați and Constanța), organisation of job fairs, and coverage of certified course costs in 2023–2024. These services were therefore available through other JRS Romania projects but did not fall within the design or funding parameters of One Proposal. Future programming could consider integrating these employability components directly within the same framework to enhance coherence and visibility of support pathways.
- **Overload and dropout were common in intensive language courses** (too much content in too little time).
- **Few accessible pathways beyond A2 level** in Romanian, especially for working adults.

Sustainability Considerations

A. General Education Programming

- From a mission sustainability perspective, the gradual introduction of fee-based models (such as for kindergarten or language classes) reflects an adaptive response to declining donor funding and the absence of core financial resources. JRS Romania continues to provide the space rent-free, subsidise utilities and meals, and contribute in-kind administrative support, while the fees are limited to covering salaries under formal employment contracts. Without this alternative financing mechanism, the outcome would have been full closure of the kindergarten and education centre, loss of staff employment, and interruption of educational continuity for children. In a context where operations are largely project-based, maintaining services required alternative financing mechanisms to cover staff salaries and ensure continuity. This evolution nevertheless raises an **important strategic consideration: how to balance cost-recovery approaches with JRS's commitment to prioritising those in situations of greatest vulnerability**. As the model stabilises financially, and new opportunities arise maintaining an explicit pathway for children from the most vulnerable households, including those unable to contribute financially, would reinforce alignment with JRS's protective mandate
- Parents overwhelmingly expressed desire to stay in Romania, identifying **education as a pillar of integration**. The program currently fills a critical transition gap. But for future cohorts (especially Romanian-born children), the model might benefit from shifting toward bilingual integration with heavier Romanian weighting, and complementary cultural clubs to maintain Ukrainian heritage.
- Sustaining the **multidisciplinary kindergarten model requires stable funding**, particularly for therapists and bilingual staff.
- **Strong relationships with families and embedded school presence** make JRS a trusted actor, advocating for public absorption of key roles (e.g., mediators) is essential.

B. Caritas-Funded Educational Activities

- High demand and emotional investment from families suggest **strong programmatic ownership**.
- Many **parents and teachers requested program continuation and progression** (e.g. advanced levels, more subjects).
- **Low-cost, hybrid delivery models** (e.g. online small groups) may ensure reach and affordability.
- Future cycles should include **vulnerability-based targeting and stronger alignment with Romanian curricula**.
- Sustaining **speech therapy and psychosocial components is critical** for long-term educational impact.

C. Livelihoods and Adult Training

- The JRS model fosters **self-efficacy and dignity**, but economic independence remains limited without structural support.
- **Sustainability depends on follow-up mechanisms**: business incubation, legal support, equipment access, and certification.
- Vocational identity is growing, but **linkages to formal job markets remain weak**.

- **Expanding digital and social media skills** may help women scale income-generating activities.
- Long-term impact requires **sustained emotional support** alongside technical skills.

D. Integration

Evaluation overarching question: To what extent have *Integration* initiatives (employment support, language classes, cultural mediation, social cohesion) contributed to the sustainable social and economic inclusion of refugees in host communities, reducing barriers and fostering coexistence?

Outcome D.1 Refugees build meaningful relationships with locals

Evaluation indicator D1.1: At least 85 % of beneficiaries who report having developed meaningful personal relationships thanks to JRS

Qualitative findings confirm that JRS activities provided a space for friendships, emotional safety and peer connection. Social bonds often formed around language classes, art activities, or child-centered environments. Adolescents and adults alike described JRS spaces as friendly, open and enabling environments for interaction.

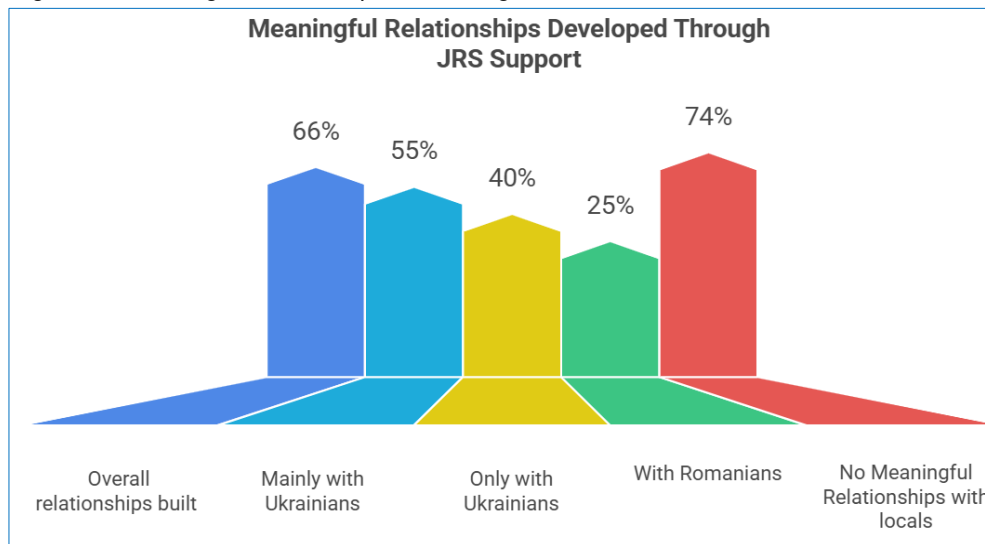
"I came to JRS and I was like, phew, I can finally hear a bit of Ukrainian. I met the Ukrainian people and I heard the people speaking Ukrainian and for me, it was a big support." Ukrainian refugee

66% of surveyed beneficiaries (n=171) reported having built meaningful personal relationships thanks to JRS Romania, primarily with other Ukrainians (55%).

Evaluation indicator D1.2: At least 70 % of beneficiaries who report having developed meaningful personal relationships with Romanian people thanks to JRS

A significant 40% found relationships exclusively with Ukrainians, and an additional 34% reported no meaningful relationships whatsoever, making it **74% of beneficiaries who did not establish relationships with locals, with only 25% reporting having made friends with Romanians, stressing the difficulties that the majority are having integrating with the local community.**

Qualitative findings are consistent with this conclusion. Meaningful inter-cultural relationships with Romanians remain limited. While participants valued contact with peers, language and social barriers, such as the perception of Ukrainians and Romanians forming parallel communities, persist.



Outcome D.2 Refugees develop a sense of belonging and shared identity within the local context

“The Ukrainians themselves have been the first victims of Ukrainian war propaganda believing they could retake all the occupied territory in a short period of time. They realized the fact that the war is not only for one week or a year... and even when the war ends, you can't get back the next day, because in some places it means to go back to sand and rubble.” Jesuit informant

Evaluation indicator D.2.1: 85% of beneficiaries who report being supported by JRS to participate in public activities or spaces in their community

59% (n=151) of respondents agreed that JRS helped them access community spaces and activities such as events, workshops, or parks. An even higher proportion (67%; n=173) felt more confident to participate in social or recreational activities thanks to JRS support.

Participants described engaging in cultural and hands-on activities that strengthened their sense of community and identity. Learning about Ukrainian traditions, crafting, and sharing space with others promoted inclusion.

Multiple beneficiaries described how JRS helped them access recreational and social spaces, reduce isolation, and feel welcomed. Emotional and social dimensions of inclusion were frequently mentioned, especially among children and parents, alongside access to courses, language training, and consistent communication from staff.

“We do different things in our free time here. We learn about Ukrainian traditions; we have fun here.” Ukrainian adolescent

JRS personnel were also described by institutional partners as key facilitators of cultural inclusion, bridging gaps between families and local institutions through trust-based mediation:

“This project is not only about education. It’s about trust to help people. They need their trust to be rebuilt first” Ukrainian adolescent

Evaluation Indicator D2.2: 70% of beneficiaries report feeling integrated thanks to JRS support

91% of respondents (n=234) reported that JRS helped them feel more integrated (51% a little; 40% definitely). Respondents highlighted a broad set of factors through which JRS contributed to their sense of integration, with language training emerging as the most frequently cited enabler. Romanian and English classes were seen as foundational for everyday communication, social participation, and building confidence, especially when delivered by trusted and empathetic teachers. Several participants also emphasized the importance of structured activities for children and adolescents, which indirectly supported parental integration by freeing up time for language learning or work. Emotional and material support, such as psychological counselling, housing assistance, and help with medical needs, were described as reinforcing a sense of security and belonging. **Many beneficiaries praised the professionalism and human warmth of JRS staff, often framing their presence as a source of dignity and reassurance. A few testimonies also noted that group activities, events, and regular contact via messaging channels helped sustain social ties and fostered a feeling of not being alone in a foreign country.**

“JRS employees combine wonderful human, professional and spiritual qualities. Personnel are the main advantage of the organization. It is wonderful when people know the Word of God, but even better when they practice it.” Ukrainian refugee

However, this subjective perception of integration does not translate into a substantial shift in overall integration trends. When comparing the current data to earlier JRS needs assessments conducted in 2023 and 2024 among non-beneficiaries⁵⁵ the increase is marginal: the proportion of people feeling “very integrated” rose from 1% (2023) and 2% (2024) to 2% in 2025, while those reporting being “integrated” increased from 12% (2023 and 2024) to 15% in 2025. Meanwhile, the largest group remains those who feel only “somehow integrated” (54% in 2025 vs. 60% in 2024 and 57% in 2023). The proportion of respondents who still do not feel integrated at all has remained almost unchanged (14% in 2025; 12–13% in 2023–2024). This suggests that while JRS contributes meaningfully to individual perceptions of support, **structural integration remains a slow and difficult process, especially for those facing persistent legal, linguistic, or economic barriers** but also on the functioning of state systems and the broader social climate. In recent years, increasing negative attitudes toward migrants and refugees, alongside limitations in public provision, have further shaped the pace and depth of integration.

⁵⁵ This comparison is based on responses from the 2025 evaluation survey (JRS beneficiaries) and the 2023 and 2024 needs assessments taking only non-beneficiaries or occasional participants. As the sample populations differ, and there was no longitudinal tracking of the same individuals, the data should be interpreted with caution and understood as an indicative trend rather than a direct measurement of change.

“Temporary protection status does not give a sense of stability and a desire to integrate. I have no permanent job and insufficient knowledge of the Romanian language....the Ukrainian community here is separated from the Romanian” Ukrainian refugee

Language proficiency emerged as the most consistent obstacle across qualitative and quantitative data. Constant testimonies are explicitly citing the “language barrier,” “lack of Romanian,” or “poor language level” as limiting their ability to integrate, find employment, build relationships or feel confident in daily life. Other common barriers included legal uncertainty, lack of work opportunities, housing insecurity, and the absence of inclusive events that bring Romanian and Ukrainian communities together.

Intentions on return

While JRS Romania’s activities aim to foster sustainable integration in the host country, return intentions among Ukrainian refugees remain highly uncertain. **In 2025, only 22% (n=54) of surveyed beneficiaries reported a clear intention to return to Ukraine, while 69% (n=178) stated they “don’t know” and 9% (n=23) explicitly ruled out return.** Compared to earlier JRS data from 2023 and 2024⁵⁶ the proportion of undecided respondents remains persistently high, suggesting a stabilization of uncertainty rather than a growing intention to return. Although the percentage of respondents expressing intent to return has increased slightly since 2024 (from 14% to 22%), this is still markedly lower than in 2023 (59%), when many newly displaced individuals still perceived the war as temporary.

Among those who plan to return, most foresee doing so beyond the next year (10%; n=26), while only 3% (n=8) intend to return within six months. This indicates that even among those who wish to return, the process is projected as long-term, contingent on multiple structural and personal factors. Key obstacles include the destruction of housing and infrastructure, lack of economic opportunities, safety concerns, and limited reintegration pathways.

When asked how JRS could support their return, the most frequently requested forms of assistance were financial support for the journey or initial months post-return (49%; n=115), logistical assistance with organizing the trip (29%; n=69), and psychosocial support prior to return (19%; n=45). Other suggested supports included help with transferring school or work documents, legal/administrative advice, and referrals to reintegration services in Ukraine.

The persistence of uncertainty, combined with the need for extensive support even among those who plan to return, stress the importance of maintaining a dual approach: continue to invest in integration in Romania, while also preparing tailored, informed and voluntary return support for the smaller group considering repatriation in the medium to long term.

The word cloud below reflects how beneficiaries describe the JRS Romania when asked to define it in one or a few words: family, support, care, trust, warmth, and dignity.

⁵⁶ Among non-regular beneficiaries and beneficiaries of 2023 and 2024 JRS EU Needs assessments



Key factors for success

- **Safe and linguistically accessible spaces** (e.g., events, JRS hubs, kindergartens, speaking clubs) fostered a sense of belonging and allowed for peer-to-peer connection, especially among Ukrainian refugees who often feel isolated in host communities.
- **Language learning opportunities** (Romanian and English) were repeatedly cited as the most important enabler of social and institutional integration, improving beneficiaries' confidence to engage in everyday interactions, school settings, and employment pathways.
- **Supportive, trusted staff** played a critical role in integration. Many respondents emphasized the emotional impact of being welcomed, listened to, and accompanied by people who combined professional and human qualities.
- **Educational continuity and mediation in formal schools**, proved essential for the successful transition of children from the Ukrainian to the Romanian system, a key indicator of structural integration.
- **Social activities and clubs** for children, adolescents and adults facilitated socialization and reduced isolation, contributing indirectly to a sense of connection to the local context.

What could be strengthened

- **Lack of a clear operational definition and measurement framework for “integration.”** The term is understood and experienced differently across individuals. JRS would benefit from articulating clear indicators of integration (e.g. language proficiency, participation in public life, connection with host communities, legal stability), and tracking them consistently over time to assess progress and adjust programming accordingly.
- **Language proficiency remains the primary barrier** to deeper integration. Despite progress, many participants highlighted the need for more longer-term, higher-quality, and more flexible (e.g., online or evening) Romanian courses, especially in Bucharest where distance to physical spaces is a barrier.
- **Interaction with local Romanian communities remains limited.** While JRS Romania has organised multiple community-based activities that brought together Ukrainian and Romanian participants everyday interaction between communities remains gradual and uneven. Occasional events create important moments of encounter; however, sustained integration typically requires regular, structured interaction embedded in ordinary settings such as schools, neighbourhood initiatives, vocational programmes, or mixed community groups. Going forward, expanding recurring mixed-format activities and institutional partnerships (e.g., employers, youth clubs, or municipal initiatives) could help move from event-based coexistence toward more routine, day-to-day interaction. This would reinforce social cohesion in a context where broader societal attitudes toward refugees have become more complex
- **Support for children with special needs or disabilities is insufficient** in the integration process. Parents expressed concern over school inclusion and lack of specialist accompaniment.
- **Information gaps about available services and community events** were also mentioned, especially in larger urban areas where proximity to activities and communication are more fragmented.

Sustainability considerations

- **Integration is inherently long-term and non-linear.** While most JRS beneficiaries report feeling more integrated, the actual structural markers of integration (e.g., secure employment, active citizenship, Romanian social networks) remain uneven. JRS must therefore continue investing in deep-rooted integration pathways, not just transitional support.
- **Institutional integration of refugee children** into Romanian schools is a promising entry point for family-wide integration, **and should remain a priority.** However, this work is resource-intensive and requires sustained coordination with national education systems and funding streams.
- **Community-based ownership could enhance sustainability.** JRS may consider training and empowering community focal points (especially within the Ukrainian refugee community) to co-lead integration activities, reducing dependency on staff-heavy models while fostering local agency.
- **Adaptability to future shifts, such as increased interest in return, longer-term stays, or changes in temporary protection status,** will be key. Integration programming must remain flexible, with exit strategies and linkages to state systems, local NGOs, and diaspora initiatives to ensure continued support regardless of JRS’ operational footprint.

e) JRS Poland- Poland

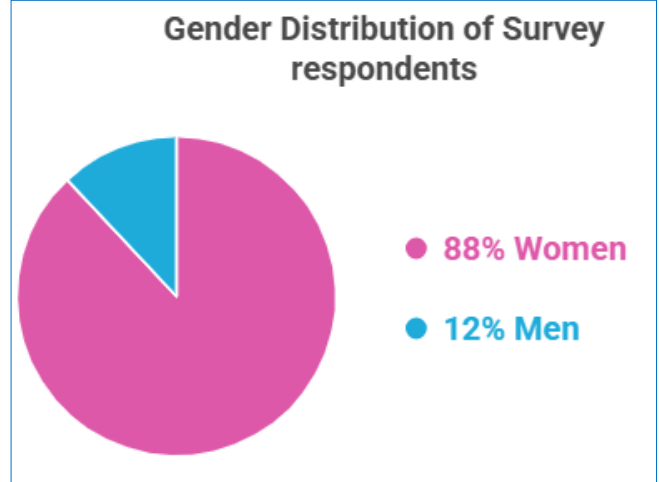
1. Demographics

The survey collected responses from **101 individuals**. **The sample is predominantly female (88% n=89)** with 12% men (n=12). The age profile shows an entirely adult population, with a significant proportion of older respondents. The largest age group is 40–49 years (31%; n=31), followed by 50–59 years (23%; n=23) and 60 years or above (22%; n=22). Adults aged 30–39 represent 17% (n=17), while 18–29-year-olds account for 8% (n=8). **76% of respondents are aged 40 or above (n=76).**

The vast majority of respondents identify as **Ukrainian nationals (97%; n=98)**. A small proportion reported Polish nationality (3%; n=3), Russian nationality (1%; n=1), or another nationality (1%; n=1, Belarusian). **Respondents originate from a wide range of Ukrainian regions, with a strong representation from areas heavily affected by hostilities. The most frequently reported oblasts of origin are Kherson (13%; n=13) and Dnipropetrovsk (12%; n=12), followed by Kyiv city (11%; n=11), Kharkiv (10%; n=10) and Kyiv (9%; n=9).** Additional regions include Donetsk Oblast (8%; n=8) and Zaporizhzhia Oblast (8%; n=8), as well as Lviv Oblast (6%; n=6).⁵⁷

In terms of length of stay, most respondents have been in Poland for an extended period. **71% (n=72) arrived more than three years ago**, while 17% arrived between two and three years ago (n=17). A further 8% arrived between one year and 18 months ago (n=8), and 4% arrived within the last year (n=4). **Overall, 92% of respondents have been in Poland for more than two years (n=93), confirming a predominantly protracted displacement context.** Respondents are geographically concentrated in **Warsaw (57%; n=58), followed by Nowy Sącz (30%; n=30) and Gdynia (7%; n=7).**⁵⁸

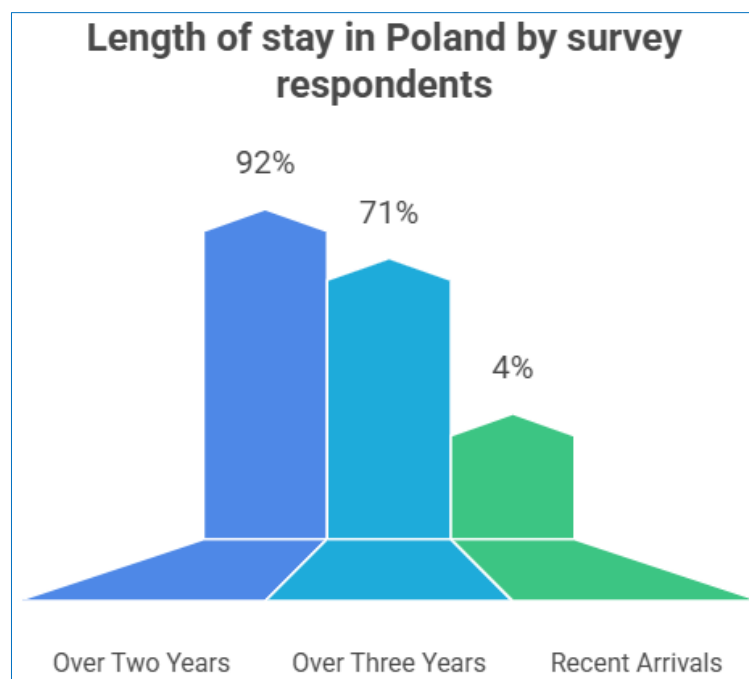
Figure 48: Gender distribution in JRS Poland survey



⁵⁷ Smaller proportions come from Zhytomyr (5%; n=5), Odesa (4%; n=4) and Sumy (4%; n=4). Less than 3% each come from Khmelnytskyi, Poltava, Rivne, Chernihiv, Volyn, Kirovohrad and Chernivtsi oblasts.

⁵⁸ Smaller numbers reported residing in Poznań (2%; n=2) or other locations (5%; n=5), including Szczecin, Stary Sącz, Zdrój and Ochotnica Dolna.

Figure 49: Respondent Distribution by Length of Stay (Poland)



Qualitative data collection involved 32 participants, with a predominance of women. Overall, 19 women and 13 men participated across different qualitative tools. This included focus group discussions with beneficiaries (n=16; 9 women, 6 men), in-depth interviews with beneficiaries (n=3; 2 women, 1 man), FGDs and KIIs with JRS staff (n=7; 6 women, 1 man), KIIs with Jesuit staff (n=3; all men), and interviews with external stakeholders or authorities (n=4; 2 women, 2 men). The qualitative sample broadly reflects the gender and displacement profile observed in the survey, while also incorporating institutional and coordination perspectives.

2. Impact and results of change

For more contextualized reading, please consult JRS Poland Theory of Change in Annexes.

A. Welcome

Overarching Evaluation question: To what extent did the Welcome support (short-term shelter and emergency relief) provide safety, dignity, stability and overall well-being during moments of crisis, and how did it influence beneficiaries' capacity to cope with the situation of displacement?

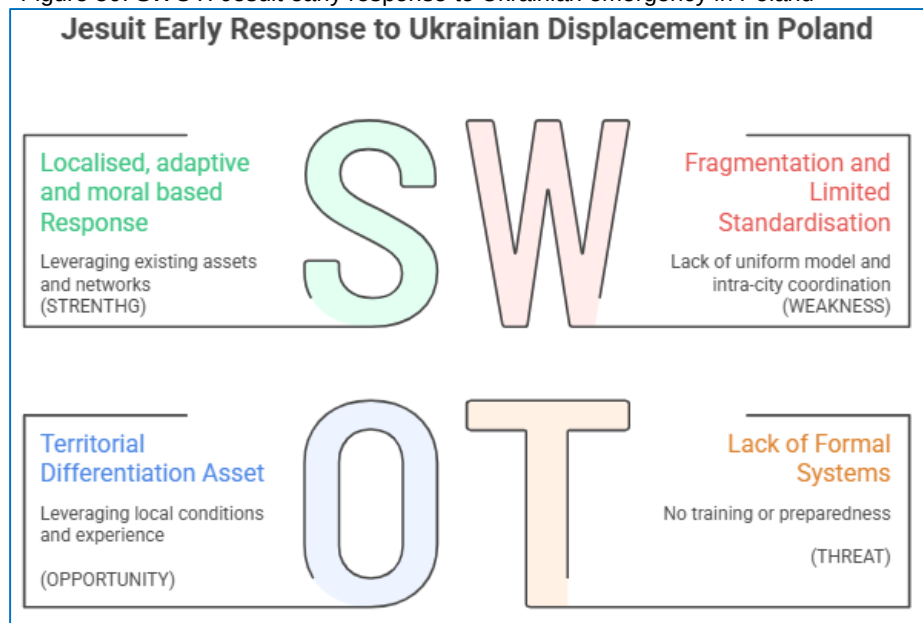
Early response from JRS Poland and the Society of Jesus in Poland

The early response to the displacement from Ukraine in Poland preceded the formal creation of JRS Poland (October 2022) and was driven primarily by Jesuit institutions, parish communities, and long-standing social and pastoral structures. Across locations, the response was rapid, highly decentralised, and strongly rooted in local assets, rather than guided by a single national operational model.

Testimonies from Poznań, Nowy Sącz, Gdynia and Warsaw reveal that the early Jesuit response was contextualised and adaptive, shaped by what already existed in each city. **In Poznań, the early response did not unfold as a pre-designed humanitarian intervention, but as a gradual and value-driven mobilisation shaped by existing pastoral presence and external alliances.** Initial efforts were exploratory and relied on cooperation with Caritas Poland, which already covered large-scale material assistance. As the response evolved, Jesuits deliberately positioned their role around psychosocial accompaniment, orientation and mental health support, drawing on refugee-led professional capacity rather than duplicating logistical aid.

“As the war started, I felt in crisis because I felt an obligation to do something. Nobody knew what to do. There was sensibility, but not much action. It was obvious that the basic problem was PTSD... especially children. What we developed was with the refugees themselves... we got very quickly, four professionals in psychotherapy, three Ukrainians.” Jesuit Informant

Figure 50: SWOT: Jesuit early response to Ukrainian emergency in Poland



In contrast, the response in Nowy Sącz was built upon a large pre-existing faith and solidarity community, which functioned as a trusted social infrastructure even before any humanitarian structure existed. This community enabled the rapid mobilisation of donations, volunteers and hosting capacity, while the church acted as a legitimate and familiar entry point for refugees arriving disoriented and hesitant to ask for help. Trust was decisive for both: For Poles wanting to donate and support and for refugees who approached parish spaces as safe and

recognisable places. A particularly critical early decision was the hiring of a Ukrainian focal point, which significantly improved communication, trust and access, more so than in other locations.

“Before any structure was created, we already had a community of 6,000 people. They wanted to collaborate and choose us because they trusted us. They knew we could support refugees”. Jesuit informant

The experience in Gdynia illustrates a third model, centred on direct accommodation in Jesuit houses, daily proximity to families, and gradual stabilisation through coexistence, language learning and psychosocial support. The response started from scratch, without training or preparedness. High trust, moral commitment and availability compensated for the lack of formal systems, enabling immediate support, while also exposing risks related to burnout, inconsistency and emotional strain.

“We didn’t have any kind of training. We were just going with open hearts and willing to help people. It was not JRS yet... everything was from scratch. Thanks that it was a church-based help, there was a huge trust in the organization.” Jesuit informant

In Warsaw, the early response to displacement in 2022 was made possible by more than a decade of prior engagement with migrants and refugees. Since 2012, Jesuits in Warsaw had been accompanying refugees with language learning, legal orientation and integration activities, through

the Jesuit Social Center (JCS) In Action. Gradually they started building institutional experience, trust and practical know-how. This pre-existing work enabled a rapid scale-up once large numbers of Ukrainian refugees began arriving. As a result, early assistance in Warsaw was described as immediate, relational and highly responsive, relying on personal contacts, parish networks and volunteer mobilisation rather than on predefined procedures. This continuity between earlier migration work and the emergency response helps explain why Warsaw became a central hub of the early response and later the natural location for the formal establishment of JRS Poland.

“It was a lot of chaos... but it was efficient chaos, because we helped a lot of people”. Jesuit informant

Taken together, these experiences demonstrate that territorial differentiation was an asset rather than a weakness. The Jesuit response deliberately avoided imposing a uniform model, instead leveraging social centres, community networks or residential capacity depending on local conditions. This adaptive approach prioritised speed, trust and dignity during the emergency phase, even if it entailed fragmentation and limited standardisation.

While the response quickly expanded in scale in 2022, including emergency transport, short-term accommodation, food and NFI distribution, translation, information and psychological first aid, these activities are described in detail in subsequent sections. **What distinguishes the early phase is not the volume of services delivered, but the way pre-existing Jesuit presence, trust and relational capital enabled immediate action at a moment when state systems were still adjusting to the scale of displacement.** At the same time, the uneven institutionalisation of social work across cities helps explain why, from a sustainability perspective, more consolidated locations such as Poznań and Warsaw continue today, while responses in Nowy Sącz and Gdynia have gradually phased out as emergency structures dissolved and resources contracted. This contraction became more visible in 2025, when the Gdynia office closed at the end of May, and staffing reductions occurred in Nowy Sącz and Warsaw. These developments illustrate the funding pressures affecting the national footprint and reinforce the importance of institutional anchoring for long-term continuity

Outcome A.1 Refugees understand where and how to access available services.

Evaluation Indicator A.1.1: Evidence that support received from JRS contributed to refugees knowing where to access essential services during initial displacement

JRS Poland played a significant orientation role during the early phase of displacement, particularly through informal, trust-based access channels rather than formal referral systems. Most respondents first learned about JRS through personal networks, confirming that word-of-mouth and relational proximity were central to access during initial displacement.

Figure 51: Respondents' feedback on JRS Welcome treatment



Crucially, operational data from reports shows that this relational orientation was reinforced in some locations by proactive information strategies. In Nowy Sącz in particular, JRS and Jesuit actors deliberately expanded visibility beyond word-of-mouth by placing leaflets in train and bus stations, crisis management departments, social welfare offices, employment centres and village councils. Information was shared through printed

materials, phone consultations, individual meetings and group sessions, covering access to public services, healthcare, housing, employment and legal procedures. Refugees were also registered in a database and included in messenger groups through which information on services and activities was regularly disseminated.

In the survey, three quarters of survey respondents (75%; n=76) reported learning about JRS through acquaintances (friends, family members or neighbours), followed by social media platforms such as Facebook (14%; n=14) and Telegram groups (12%; n=12). Formal referrals from NGOs (2%; n=2) or government institutions (1%; n=1) were marginal. This pattern reflects an early response environment in which information circulated primarily through informal social networks rather than institutional pathways.

However, once contact with JRS was established, orientation outcomes were strong. Despite limited formal visibility, 80% of respondents supported after arrival (n=8) agreed that JRS helped them find out where to access the most needed services after arrival (50% agree; 30% strongly agree), indicating that once contact was established, JRS effectively reduced disorientation and clarified available options.

Qualitative evidence reinforces this finding. Beneficiaries consistently describe arriving in Poland in a state of confusion, fear and information vacuum, and encountering JRS as a first reliable reference point.

Outcome A.2 Refugees experience a dignified and stable initial-urgent accommodation process during their arrival phase

Evaluation Indicator A.2.1: Refugees report that short-term accommodation support from JRS contributed to stability and helped prevent homelessness during the early stages of displacement

Short-term accommodation was one of the most decisive protective factors during the early displacement phase. JRS and Jesuit communities played a critical role in preventing immediate homelessness, particularly for families, single mothers, and people with disabilities.

Rather than relying on a single shelter model, accommodation support was delivered through a hybrid system combining Jesuit houses, parish-based hosting, private families, and short-term hotel or hostel placements.

“In 2022 alone, 195 refugees were hosted in Jesuit houses, 70 in Polish families through parish networks, and 25 in temporary hotel accommodation.” JRS 2022 annual report

Qualitative evidence shows that this support often marked the difference between extreme instability and basic safety. Several beneficiaries describe periods of near street homelessness prior to reaching JRS-supported accommodation:

“We had not slept for two months because we were stressed that we needed to find a place to live. We were literally on the street. When we found the shelter, firstly I was crying”. Ukrainian refugee

In Magis House (Warsaw), accommodation is consistently reserving rooms for short term emergency housing which is described as both a material and emotional turning point, offering rest, safety and the possibility to plan next steps. In Gdynia and Nowy Sącz, Jesuit actors emphasise that accommodation often functioned as a bridge, enabling families to stabilise before moving onward or becoming more autonomous. At the same time, staff interviews acknowledge that these arrangements were inherently temporary and difficult to sustain.

Outcome A.3 Refugees feel their most urgent needs are met upon arrival and/or for transit (food, NFIs and transport)

Evaluation Indicator A.3.1: Refugees report that JRS played a key role in covering their urgent needs (shelter, food, hygiene materials) during the first weeks/months

Beyond shelter, JRS Poland contributed meaningfully to covering urgent needs during the first weeks and months of displacement, particularly through food assistance, transport, medical accompaniment and basic NFIs.

Emergency support was delivered at scale in 2022 through parish-based donation systems and logistics networks, including the distribution of 1,490 food and hygiene packages, 2,650 individuals served through charity shops, and emergency transport for approximately 30,000 people crossing the border.⁵⁹ This in-kind response was complemented by targeted cash-based support, with 530 food vouchers of 200 PLN each distributed to vulnerable refugees, 90% of them in Nowy Sącz, reflecting both the high concentration of need and the operational capacity developed there.

⁵⁹ JRS 2022 Annual report - ONE PROPOSAL

Qualitative evidence highlights that transport and accompaniment were often as critical as food or material aid, especially for people with health conditions, disabilities or limited mobility.

In Gdynia, urgent needs were channelled through Gaudium Vitae, a pre-existing parish-linked organisation that allowed donations to be sorted and distributed in an orderly and dignified way. However, interviews with staff also reflect the limits of spontaneous aid, including inefficiencies and mismatches between donations and needs.

Outcome A.4 IDPs feel less disoriented and more emotionally settled upon arrival

Evaluation Indicator A.4.1 Refugees report that JRS played a meaningful role in helping them navigate the challenges during the early phase of arrival

Quantitative data shows that all respondents reported some level of support from JRS in navigating the early phase (100%; 80% strongly; 20% somewhat). Qualitative evidence explains how this support functioned in practice. Refugees consistently describe arriving in Poland in a state of confusion, fear and emotional overload, often unable to identify needs or articulate specific requests.

Evidence from interviews further indicates that navigation support was primarily relational rather than procedural, relying on trusted interpersonal contact, cultural mediation and calm presence. In locations such as Nowy Sącz, the presence of a Ukrainian-speaking coordinator significantly lowered barriers to communication and helped refugees translate uncertainty into concrete next steps. In Warsaw, JRS functioned as a decisive orientation point once refugees entered the city, even when access occurred through informal volunteer chains rather than formal information systems.

“I didn’t know where to go. They were very warm and kind.” Ukrainian refugee

Importantly, this support operated within a broader context of uncertainty and external constraints. While many refugees continued to face structural barriers related to legal status, employment or social acceptance, JRS’ contribution lay in helping them navigate the immediate arrival phase, regain a sense of direction, and identify viable options during a critical window of vulnerability. Only 39% of respondents reported feeling *Welcome* in Poland (31% agree; 8% strongly agree; n=39), while 46% were neutral (n=46) and 16% disagreed (n=16). **A total of 92% of respondents (n=93) reported that JRS helped them feel *Welcome* in Poland (39% definitely; 53% to some extent)**, despite acknowledging that JRS cannot influence wider societal attitudes. This contrast indicates that JRS’ contribution lies not in shaping the broader reception context, but in creating safe, respectful and humanising micro-environments that mitigate fear and disorientation during early displacement.

Outcome A.5 IDPs perceive the reception process as respectful and humanising

Evaluation Indicator A.5.1 At least 90% of refugees affirm that their interaction with JRS staff and volunteers made them feel respected and treated with dignity

The reception process was overwhelmingly perceived as respectful, dignified and humanising. Quantitative data shows that **96% of respondents (n=97) agreed or strongly agreed that they felt respected by JRS staff and volunteers (65% strongly agree; 31% agree).**

Qualitative evidence consistently frames interactions with JRS in relational and familial terms. Participants repeatedly emphasise empathy, kindness, and moral commitment in their interactions with JRS staff. The reception process is framed not as transactional assistance, but as human accompaniment, which reinforced dignity and trust.

“The workers are with a great, big open heart. We call her (staff) our mother. If something happens, she will help. It doesn’t matter what time. It’s a big family up here.” Ukrainian refugee living in Magis House, JRS Shelter in Warsaw

Participants repeatedly emphasise **empathy, kindness, and moral commitment** in their interactions with JRS staff. The reception process is framed not as transactional assistance, but as human accompaniment, which reinforced dignity and trust.

Factors for success, areas of improvement and sustainability analysis - Welcome

Key factors for success

- **Pre-existing Jesuit and parish networks** enabled immediate mobilisation of volunteers, donations, accommodation and information, significantly reducing start-up time during the first weeks of displacement.
- **High levels of trust in church-based actors** facilitated both community donations and refugee access, particularly for families arriving disoriented and hesitant to ask for help.
- **Territorial flexibility and autonomy at city level** allowed responses to adapt to local assets and gaps (e.g. psychosocial focus in Poznań, accommodation in Gdynia, information dissemination in Nowy Sącz), prioritising speed and relevance over standardisation.
- **Strategic avoidance of duplication in dense NGO environments** (notably Warsaw and Poznań) enabled JRS to complement rather than compete with strong actors such as Caritas.
- **Early hiring of Ukrainian-speaking staff** and coordinators substantially improved communication, trust, needs identification and referral, particularly during the most acute phase of arrival.
- **Integration of material aid, accommodation and relational support** (orientation, accompaniment, psychosocial presence) strengthened protective impact beyond basic service delivery.
- **Access to JRS Europe support mechanisms** (peer exchange, MHPSS training, staff psychological support) progressively strengthened response quality and learning.
- **Strong spontaneous solidarity from local communities** amplified response capacity at scale, especially for transport, donations and hosting.

What could be strengthened

- **Limited humanitarian preparedness** and emergency planning at the outset increased reliance on improvisation and goodwill rather than predefined protocols.
- **Absence of standardised tools and procedures** (e.g. referral pathways, vulnerability criteria,

admission/exit frameworks for shelters) reduced consistency and monitoring.

- **Heavy dependence on a small number of key individuals** created operational bottlenecks and heightened risks of burnout.
- **Insufficient early MHPSS and Psychological First Aid training**, particularly for staff and volunteers exposed to high emotional strain.
- **Weak volunteer management systems** during the emergency peak limited role clarity, coordination and sustainability.
- **Limited early coordination mechanisms across cities**, resulting in uneven practices and learning gaps between locations.
- **Inadequate data management and monitoring systems** constrained early tracking of beneficiaries, services and outcomes.
- **Capacity constraints in shelter management**, including insufficient staffing for case management and follow-up.
- **Risks of targeting drift**, particularly as activities transitioned from emergency to semi-regular programming (e.g. language courses).

Sustainability considerations

- **Early emergency response was not structurally or financially sustainable** without formalisation; the creation of JRS Poland was essential to enable continuity, and professionalisation.
- **Uneven institutionalisation across cities** explains why more consolidated contexts (Warsaw, Poznań) remain active, while responses in Nowy Sącz and Gdynia phased out as emergency resources declined.
- **Informal hosting and spontaneous solidarity are inherently time-limited**, underscoring the need for planned transition pathways.
- **Risk of staff fatigue and burnout** remains high without continued investment in staff care, supervision and workload management.
- **External funding (One Proposal) proved critical** to extending short-term accommodation and stabilising services beyond the emergency phase.
- **Centralized coordination under JRS Poland** reduced inter-provincial tensions and enabled more coherent governance.
- **Institutionalisation of learning from the emergency phase** (preparedness, MHPSS, shelter management, coordination) is essential to strengthen future crisis response capacity, given the acknowledged likelihood of future emergencies.

B. Protection

Overarching Evaluation question: How has support under Protection (housing, food, psychosocial support, legal assistance) impacted people's security, mental health, access to rights, and reduction of vulnerabilities?

The help of JRS was our chance to survive: Natalia's story of survival, dignity, and care

When Natalia fled Kharkiv, she carried only a backpack. No plans. No certainty. Just her grandson's hand in hers. *"We had nothing, only a backpack behind our shoulders"*. The fear followed them across borders. Her grandson stopped speaking properly. For months, he stuttered. They were safe from bombs, but not from the shock they carried inside.

Arriving in Warsaw did not bring immediate relief. Everything felt unfamiliar. *"We felt really lost and we had nothing here."* Natalia did not know where to go or what help even existed. It was someone she knew who told her about JRS.

She sent a message. She did not wait long. *"They called me right away"*. JRS helped her grandson enroll in school. They provided food vouchers that made daily life possible. They offered legal information when Natalia's age and illness made access to public support uncertain. *"It was very scary to be alone in a foreign country without any help. The help of JRS was our chance to survive."*

JRS did not only provide food or information. It offered something harder to name. *"The workers are with a great, big open heart."* Natalia felt seen, not judged. Supported, not rushed. For her, JRS became more than an organisation. When asked to describe it in one word, she paused, then answered quietly: *"It's an angel who saved us."*

The war did not disappear. The losses remained. But in a moment when everything felt fragile, JRS gave Natalia and her grandson what they needed to keep going: stability, dignity, and the feeling that they were not alone.

Outcome B.1 Refugees regain a sense of physical safety and personal security in their daily lives

Evaluation Indicator B1.1: Beneficiaries describe a sustained sense of personal safety and protection thanks to the support received from JRS

Quantitative evidence shows that JRS contributed meaningfully to refugees' perceived sense of protection, despite a broader context of legal uncertainty, social tension, and structural insecurity. **Overall, 90% of respondents (n=101) reported that JRS helped them feel more protected (42% yes, definitely; 48% yes, to some extent), while 11% reported no protective effect (10% no; 1% not at all).** This indicates a strong protective contribution, although with varying intensity.

Open-ended responses and qualitative evidence clarify that perceived safety is not limited to physical protection, but is closely linked to legal security, access to healthcare, child safety, and future stability. Reported concerns centre on legal status and upcoming changes in protection regimes, access to medical care, employment, child safety in schools, and **growing perceptions of xenophobia or social hostility**. Housing insecurity and uncertainty around long-term legalisation also emerge as persistent stressors affecting personal security.

When asked what specifically helped them feel safer or more protected, beneficiaries consistently point to psychosocial support, the opportunity to talk to someone, legal and informational guidance,

language courses, and housing support. Psychosocial accompaniment and relational support are the most frequently cited factors, suggesting that emotional containment and trusted interpersonal relationships play a central role in restoring a sense of safety. Language learning is also repeatedly mentioned as protective, as it enables communication, access to employment, and greater autonomy in daily life. For a smaller but significant group, housing provided by JRS is described as a key source of security, particularly for those unable to return to conflict-affected areas in Ukraine.

Importantly, the data shows that JRS' protective effect operates within, not above, structural constraints. Many respondents explicitly note that JRS cannot influence national policies, labour market conditions, or broader societal attitudes. Nevertheless, the high proportion of beneficiaries reporting improved feelings of protection indicates that JRS succeeds in creating protective micro-environments through legal orientation, psychosocial support, language learning, and dignified accompaniment that mitigate fear and insecurity in everyday life.

Evaluation Indicator B.1.2 At least 80 % of beneficiaries who report feeling physically safe and personally secure in their daily lives as a result of housing support received from JRS.

Between 2022 and 2024, JRS adapted and operated medium- and long-term accommodation in Jesuit houses in Gdynia and in the Magis House in Warsaw, complemented by limited financial support for lodging in other locations. Across these years, at least 65 refugees were hosted in longer-term Jesuit accommodation in 2022, 87 in 2023, and 48 places were maintained in 2024, reflecting continuity beyond emergency shelter toward stabilisation.

80% of respondents who received housing support report feeling physically safe and personally secure in their daily lives as a result of housing support received from JRS. In addition, 100% agreed that living in the shelter gave them a sense of dignity and personal security. While the limited sample size (n=5) requires cautious interpretation, these results are strongly reinforced by extensive qualitative evidence collected through FGDs, KIIs, and in-depth interviews, as well as consistent findings from the 2023–2024 needs assessments conducted by the same consultant.

Evaluation Indicator B.1.3 Beneficiaries describing how JRS housing support helped them feel safer and more stable in their daily lives

Qualitative evidence demonstrates that JRS housing functioned as a critical stabilising factor after periods of extreme housing insecurity. Beneficiaries frequently described prior experiences of repeated displacement, temporary hosting, overcrowded conditions, or imminent homelessness. Transitioning into JRS-supported accommodation marked a clear shift from uncertainty to relative safety and predictability, highlighting the psychological as well as physical dimensions of security.

"This house was my salvation, became my safe place... my comfort place." Ukrainian refugee living in Magis House JRS Shelter in Warsaw

The case of Magis House Shelter

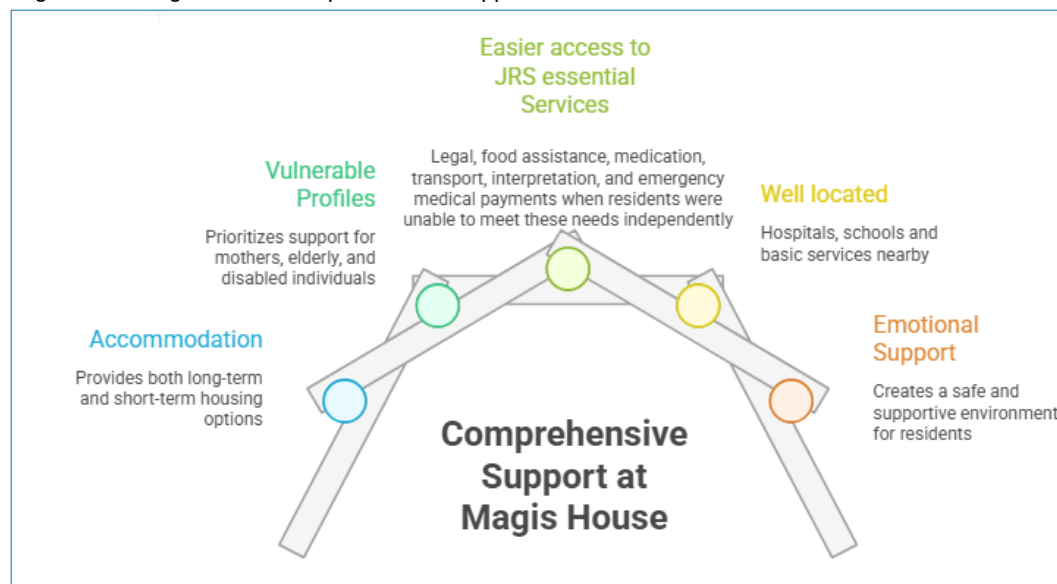
Magis House in Warsaw emerged as a particularly significant protection mechanism. It combined **longer-term accommodation with short-term “emergency rooms,”** allowing JRS to prevent homelessness in cases of sudden housing loss, medical treatment, or transition between cities. The shelter prioritised vulnerable profiles, including mothers with small children, persons with disabilities, elderly people, and individuals without social networks in Poland. Stability was reinforced through proximity to schools and hospitals, enabling routines essential to children’s well-being and to people with chronic health needs. As one parent explained,

“For us, the most important thing is that our kids are going to school nearby... they already have their routine.” Ukrainian refugee living in Magis House JRS Shelter in Warsaw

Beyond physical shelter, JRS housing support incorporated adaptive assistance to meet residents’ protection needs. Although food was not systematically included in the housing package, **JRS provided food assistance, medication, transport, interpretation, and emergency medical payments when residents were unable to meet these needs independently.** This flexibility was particularly important for people with disabilities, limited mobility, or acute health conditions, for whom delays in public systems posed serious risks.

The sense of safety reported by beneficiaries was also linked to the relational and emotional environment of the shelters. Coordinators explicitly described their role as extending beyond logistics to include **emotional**

Figure 52: Magis House comprehensive Support



containment, informal counselling, and psychosocial support. Residents consistently emphasised warmth, availability, and a “family-like atmosphere,” which reduced fear of arbitrary eviction and contributed to emotional security even amid broader uncertainty about legal status and future prospects.

At the same time, qualitative evidence highlights important governance and ethical challenges. The rapid establishment of Magis House occurred **without predefined admission criteria, clear decision-making authority, or exit frameworks.** Staff reported moral distress linked to these gaps, describing the emotional burden of managing access decisions in a context of overwhelming need. Ethical dilemmas related to nationality-based eligibility (only Ukrainians), donor influence, and parallel crises at different borders further exposed tensions

between humanitarian principles and funding constraints. While these challenges did not negate the protective impact of housing support, they increased staff strain and underscore the need for clearer protection frameworks.

JRS deliberately avoided forced exits from accommodation, prioritising voluntary, readiness-based transitions to prevent re-traumatisation. **This approach enhanced residents' sense of security but limited turnover. Gradual cost-sharing mechanisms were introduced⁶⁰** to support autonomy for those working while keeping housing affordable. According to informants, residents who can work are generally employed, saving money, supporting relatives in Ukraine, and, in very few cases⁶¹, exiting accommodation independently after securing alternative housing. **However, quantitative and qualitative data indicates that many residents did not plan to leave within the next six months, citing confidence in independent living, health needs, housing affordability, and insecurity in Ukraine as key barriers.**

"We are mentally exhausted. Rent is the biggest problem here in Warsaw. Even if you work, it is not enough." Ukrainian refugee living in Magis House JRS Shelter in Warsaw

Outcome B.2 People have their basic needs met

Between 2022 and 2024, JRS Poland provided basic needs support to over 600 refugees, with the highest volume in 2022 (614 people served) during the emergency phase. Assistance focused on food and clothing vouchers, hygiene items, transport, and one-off emergency purchases, with a strong concentration in Nowy Sącz and a clear prioritisation of elderly people, persons with disabilities, and sole caregivers.

As the context stabilised, the scale of assistance decreased, shifting from mass emergency relief in 2022 to targeted, vulnerability-based support in 2023–2024 (at least 225 individual beneficiaries in 2023; at least 160 individual beneficiaries in 2024 across NFI and urgent purchases). This evolution reflects a deliberate move from immediate survival support to complementary assistance addressing persistent gaps in basic needs, rather than income replacement.

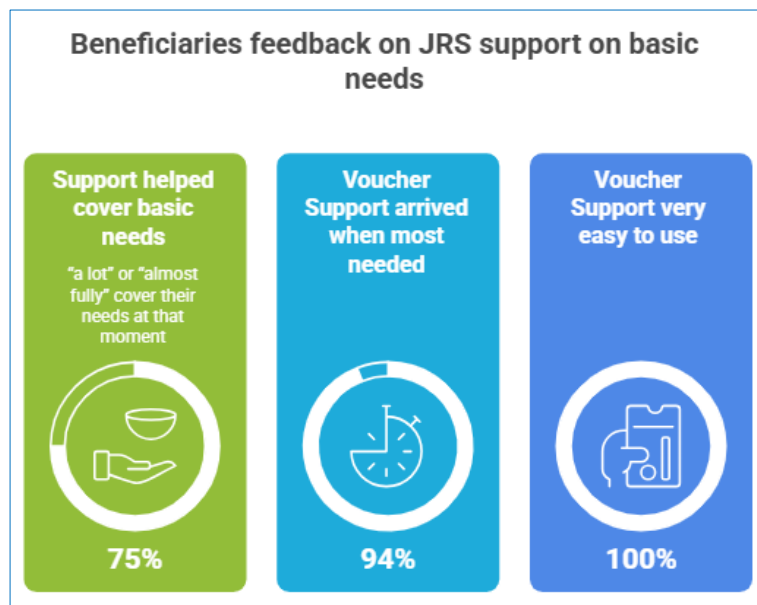
Evaluation Indicator B.2.1: 75 % of beneficiaries who report that JRS support (voucher, food, hygiene, transport or financial assistance) helped them meet their basic daily needs (food, hygiene, transport, etc.) during the support period

JRS Poland contributed meaningfully to meeting refugees' basic needs during displacement, particularly for elderly people, persons with disabilities, single caregivers, and households with limited income. Support focused on flexible, dignity-preserving assistance—mainly vouchers, targeted NFIs, transport, and one-off emergency purchases—rather than comprehensive subsistence coverage.

⁶⁰ Residents who are able to contribute financially paid a subsidised monthly fee of 1,600 PLN per room for two adults (approx. €370) or 1,100 PLN per room for one adult (approx. €255), with children included in the room at no additional cost; people with disabilities and some elderly residents were fully or partially exempted, and contributions were reinvested in covering utilities and basic maintenance rather than full housing costs.

⁶¹ According to JRS informants, only two families

Figure 53: JRS basic needs adequacy and quantity



Survey data confirms the practical effectiveness and accessibility of this support. Among respondents who received **basic assistance**, **94% (n=15)** reported that it was **very easy to use**, and **94% (n=15)** stated that support arrived when it was most needed. **100 %** of those who received vouchers reported the modality as **"very easy to use"**.

In terms of adequacy, **75% of respondents (n=12)** reported that support helped **"a lot" or "almost fully"** cover their basic needs, while **25% (n=4)** reported more limited coverage. This pattern was more pronounced among those receiving support for **six months or longer**, where **89%** reported that assistance helped substantially, indicating

stronger stabilising effects over time. While the support did not eliminate financial precarity, it reduced immediate pressure and enabled households to prioritise essential expenses.

Evaluation Indicator B.2.2: Beneficiaries describe how JRS support (voucher, financial, transport, charity shop, meals) contributed to covering basic needs, reducing stress, or improving family well-being

Qualitative evidence highlights that the flexibility of vouchers was a key added value, allowing beneficiaries to make appropriate choices for their household, including specialised food and essential items not covered by standard parcels. For families with disabilities or high caregiving burdens, this flexibility was critical to maintaining daily routines and dignity. Beneficiaries consistently describe the support as stabilising rather than sufficient, helping them "get through" periods with no income rather than fully meeting need.

"They gave us Biedronka cards. It wasn't enough to cover our needs... but it was a nice support when you don't have anything." Ukrainian refugee

Across interviews, assistance is associated with reduced stress, emotional relief, and a sense of not being abandoned, especially in the early phases of displacement

"I came with no savings and no job.... It was very scary to be alone in a foreign country without any help. JRS support was a relief for some time" Ukrainian refugee

Importantly, support was delivered in a non-stigmatizing and respectful manner, with vouchers preferred over in-kind aid and very limited demand for alternative modalities. 81% (n=13) of respondents stated they would not change the modality of the assistance, indicating strong acceptance of the delivery model.

Outcome B.3 Refugees regain emotional stability through reduced psychological distress

Between 2022 and 2024, JRS Poland implemented a structured Mental Health and Psychosocial Support (MHPSS) response across Poznań, Nowy Sącz, Warsaw and Gdynia, combining individual and group psychological support, psychosocial activities, referrals to specialised services, and staff capacity-building.

In 2022, nearly 1,000 refugees received MHPSS support, including individual and group therapy for adults and children, youth group therapy, art-based psychosocial activities, and regular group meetings aimed at reducing trauma-related distress and restoring social connection. Psychological services were delivered directly and in partnership with specialised providers (notably in Poznań), while 58 refugees were referred to external MHPSS and protection services in Warsaw and Gdynia. Training on dealing with trauma was also provided to JRS staff and volunteers in Warsaw.

The response evolved from high-volume emergency psychosocial activities in 2022 (nearly 1,000 people reached) to more targeted, sustained MHPSS support in 2023–2024, with increasing emphasis on children, women, persons with disabilities and long-term cases. Poznań and Nowy Sącz emerged as key hubs due to the availability of specialised psychologists and refugee-led professional capacity.

Evaluation Indicator B.3.1: At least 70% of beneficiaries who report feeling more emotionally stable and less distressed since engaging with JRS services

Among survey respondents in 2025, very low levels of mental well-being (score of 5 or less)⁶² decreased to 12%, compared to 27% in the 2024 non- frequent-beneficiary reference group, representing a 15-percentage-point reduction in extreme distress⁶³. When very low and low well-being are considered together, the share decreased by 28 points, from 63% among 2024 non-beneficiaries to 35% among 2025 beneficiaries. Consequently, the proportion of respondents reporting medium levels of well-being (scores 13–19) increased to 39%, up from 226% in 2024. The average mental well-being score among beneficiaries also increased to 15, compared to 11⁶⁴ in the 2024 comparison group.

Emotional well-being varies by age group. Lower well-being scores are more prevalent among respondents aged 40–49 and 60+, while younger adults (18–29 and 30–39) more frequently report medium or high well-being.

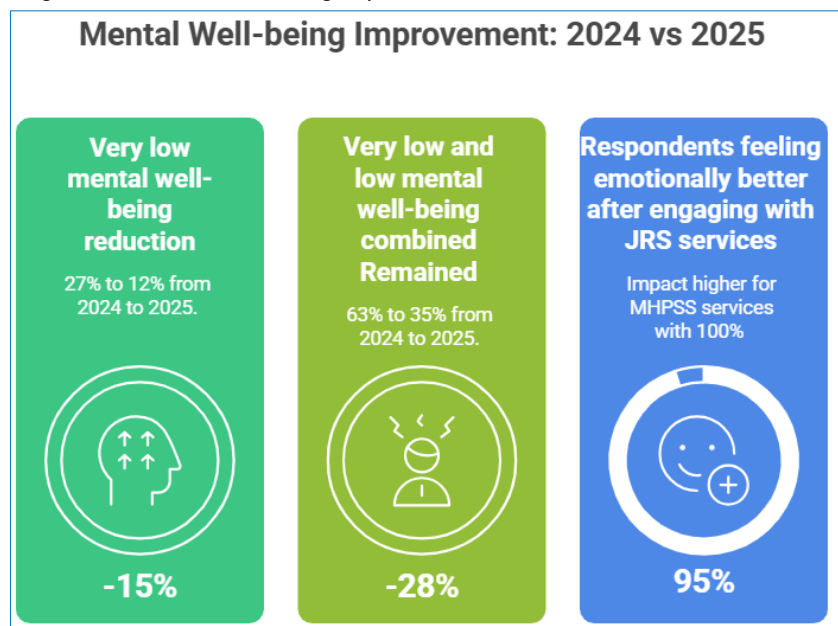
⁶² See WHO Mental Wellbeing Index construction in the Methodology section. The index consists of five questions that ask individuals to rate their well-being over the past 4 weeks. The responses are measured on a scale ranging from 0 (not present) to 5 (constantly present). The sum, ranging from 0 to 25, provides a numerical representation of an individual's mental well-being, with higher scores indicating better psychological well-being.

⁶³ These differences should not be interpreted as direct causal effects, but they provide contextual evidence that beneficiaries engaged with JRS services report better emotional well-being outcomes than individuals facing similar displacement-related stressors without such support.

⁶⁴ Range is from 0 to 25

"I can't cope with daily tasks...I am not able to find a job and I have the feeling that the war in Ukraine will not end soon. It feels like life is going away." Ukrainian refugee

Figure 54: Mental Well-being Improvement: 2024 vs 2025. JRS Poland



Despite persistent stressors linked to war, uncertainty, finances and housing, **95% of respondents reported that JRS support helped them feel better emotionally (44% definitely; 51% to some extent). This percentage arrives to 100% to beneficiaries receiving individual or group psychological sessions.** Qualitative responses contextualise these results: emotional distress was largely driven by ongoing war-related anxiety, uncertainty about the future, financial insecurity, health concerns, and social isolation, factors largely outside JRS' control. **Within this context, JRS' contribution lies in mitigating distress rather than**

"JRS helped a lot to feel better. They gave me the moral support, the chance to participate in events, material support, the opportunity to meet others...It also helped me to learn Polish , that helped with self-confidence" Ukrainian refugee

eliminating it, helping refugees stabilise emotionally despite prolonged adversity.

Evaluation Indicator B.3.2: Beneficiaries describe how JRS support contributed to reduced emotional stress, anxiety, or improved mental well-being

Overall, 80% of respondents (n=28) reported feeling more emotionally stable than before participating in counselling or psychosocial support (34% strongly agree; 46% agree). A smaller proportion reported neutral or negative perceptions (18% neutral or disagree), indicating that the indicator threshold of 70% is met at aggregate level.

Self-reported reduction in anxiety and daily stress follows a similar pattern. **83% of respondents (n=29) agreed or strongly agreed that they felt less anxious or stressed in daily life after engaging with JRS support (34% strongly agree; 49% agree),** while 6% disagreed. When disaggregated by duration of MHPSS engagement, results do not show a consistent association between longer participation and stronger outcomes, except for skill acquisition where, among beneficiaries receiving support for more than three months, 83% reported learning strategies to cope with stress or difficult emotions vs 57% of those receiving the support for one month or only once, with higher levels of neutrality or disagreement.

These findings should be interpreted with caution due to uneven geographic representation in the survey sample. Notably, Poznań, where JRS delivered some of the most intensive and structured MHPSS interventions, particularly long-term psychological support, was underrepresented in the quantitative survey. As a result, the survey likely underestimates the overall reach and effects of JRS' MHPSS work, especially in contexts where support was sustained and clinically oriented.

Outcome B.4 Refugees feel legally, medically and administratively supported in navigating their status and rights

In 2022, legal and administrative support was delivered at scale during the peak emergency phase, reaching approximately 1,620 refugees through registration, legal counselling, information on refugee status and rights, document translation, seminars on Polish law and taxation, and direct information provision at reception points and borders. During the same year, around 340 refugees received health-related support, including referrals to healthcare institutions, distribution of medical supplies, accompaniment of people with serious or chronic conditions, accommodation for families with oncological children, and coverage of urgent medical costs.

In 2023, as the response shifted from emergency to stabilisation, legal and administrative assistance reached around 660 beneficiaries, focusing on residence legalisation, access to social services, employment-related counselling, online and offline administrative procedures, and legal translation. Health support during this period reached approximately 70 people, primarily through referrals to medical services, payment for medications and rehabilitation, and targeted support for elderly people and persons with disabilities.

In 2024, legal and administrative support continued for around 150 refugees, with a stronger focus on individual consultations, legal updates related to changes in migration regulations, and assistance with state benefits and digital procedures. Health-related assistance supported over 40 individuals, prioritising accompaniment to medical appointments, payment for treatment and medication, and support to refugees with limited financial means, disabilities or age-related vulnerabilities.

Evaluation Indicator B.4.1 At least 85% of beneficiaries who report that JRS effectively helped them understand and manage their legal/administrative situation in Poland

Quantitative survey data indicates a very strong perceived effectiveness of JRS legal and administrative support. **91% of respondents (n=11) reported that the assistance made legal or administrative procedures easier (27% strongly agree; 64% agree)**, while 9% were neutral. Similarly, **100% of respondents stated that JRS support helped them resolve a legal or administrative issue (73% strongly agree; 27% partly)**.

Clarity of communication was also rated highly. 90% of respondents (n=11) agreed that JRS clearly explained the steps and procedures (45% strongly agree; 45% agree), while 9% were neutral. In addition, 100% of respondents (n=11) confirmed that the information provided was clear and easy to understand (100% yes).

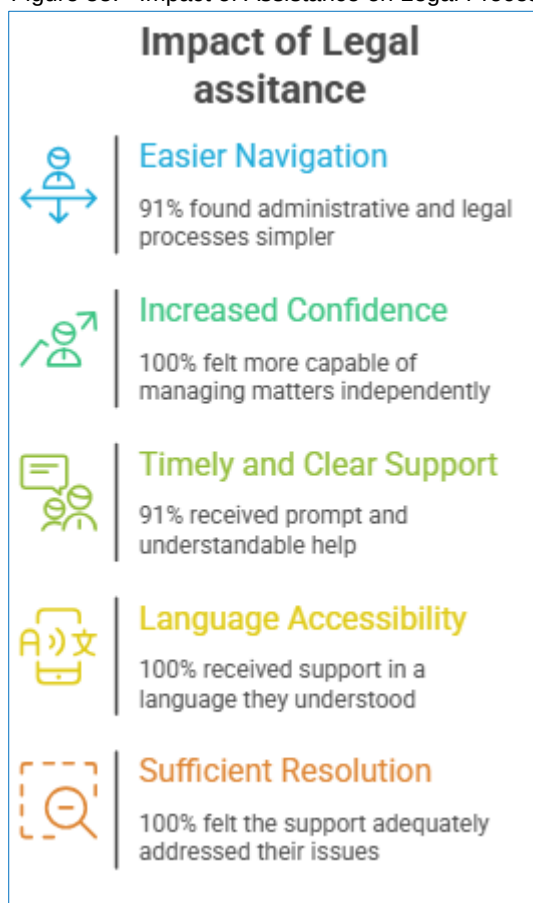
Evaluation indicator B.4.2 Beneficiaries describe concrete ways in which JRS's legal or administrative support contributed to resolving their situation or reducing distress.

Qualitative evidence explains how these results were achieved. Refugees consistently describe arriving in Poland in a context of legal uncertainty, compounded by language barriers, rapidly changing regulations, and administrative systems largely accessible only online and in Polish. In this environment, JRS support functioned as active accompaniment, including translation, form completion, institutional liaison, and repeated clarification over time.

In Nowy Sącz and Warsaw, elderly refugees and persons with disabilities were particularly dependent on JRS to access rights, as digital exclusion made independent navigation impossible. Beneficiaries describe JRS staff accompanying them to offices and hospitals, acting as interpreters, and explaining eligibility for residence permits, benefits, and healthcare. Legal support is described as iterative and time-intensive, often requiring multiple meetings, which reduced anxiety and prevented procedural mistakes.

Delivery conditions further reinforce these findings. 100% of respondents (n=11) reported that support was provided in a language they understood (100% yes). Timeliness was rated positively by 91% of respondents (91% yes; 9% partially). Confidence-building effects were evident, **with 100% of respondents (n=11) reporting increased confidence in handling administrative issues after receiving JRS support (36% strongly agree; 64% agree).**

Figure 55: Impact of Assistance on Legal Processes - JRS Poland



Follow-up support was reported by 90% of respondents (45% yes; 45% partially), while 9% did not specify, indicating that support was often ongoing rather than limited to a single consultation. **Qualitative findings support this indicating service was delivered through repeated, time-intensive, and relational engagement, rather than single consultations.** Beneficiaries often required multiple meetings to clarify their status, review documentation, and respond to evolving administrative demands.

Finally, JRS legal support functioned as a bridge between refugees and institutions, compensating for systemic barriers such as language, bureaucratic complexity, and lack of institutional sensitivity to trauma. The JRS coordinator notes that legal needs did not diminish over time; on the contrary, *“legal help is always needed”* and *“it’s going to be more and more needed”*, underscoring the sustained relevance of JRS’s role beyond the initial emergency phase.

JRS legal support played a critical role in reducing confusion and stress, particularly around temporary residence, legalisation pathways, and documentation. Online information alone was insufficient. Overall, quantitative evidence clearly exceeds the indicator threshold and demonstrates that JRS legal and

“With the temporary residence, legalisation pathways, they tried [the internet], but it’s complicated for many. The documents are in Polish... it’s quite a complicated form” JRS legal staff

administrative support was effective, understandable, timely, and confidence-enhancing.

Evaluation indicator B.4.3: Beneficiaries report that JRS medical accompaniment helped them access healthcare and manage health-related barriers.

When support becomes salvation: Andrii’s story of safety, dignity, and recovery

When the rockets hit Andrii’s building in Kyiv, he was on his way to buy groceries. The explosion was so close that his ears began to bleed. *“A rocket exploded 50–60 meters from me”*. The bombings did not stop. Day and night, explosions shook the city. One missile struck his own building. Forty people died, including a child. *“For some reason it was not my turn...”*

Andrii was already living with severe physical limitations. Years earlier, he had survived a car accident that killed his wife and children, leaving him with lasting injuries to his legs. When the war began, he was walking on crutches. The elevators in his building were no longer working. Reaching his apartment on the fourteenth floor became nearly impossible.

He did not plan to leave. Like many others, he stayed until a volunteer approached him and asked a simple question: *“He said: Do you want to go? I didn’t decide, not even know, that I was going to Warsaw. I just knew that it would be Poland.”*

The journey was chaotic. Trains were overcrowded. People were divided into groups by volunteers at stations. When Andrii arrived in Warsaw, he still had no plan. *“Local volunteers told us that they will find a place to live for us.”* Through a chain of trust and solidarity, he was brought to JRS.

At Magis House, everything changed. *“They were warm to me,”* he said. JRS provided him with a wheelchair, hearing aids, and an orthopedic bed that allowed him to sleep and recover properly. Support he had never had before. *“This is my salvation. This is my safe place, my comfort place.”*

For Andrii, JRS was not just a shelter. It was the first place since the war began where fear paused. Where his injuries were not a burden, and his dignity was preserved. Without JRS, he does not believe he could have found similar support elsewhere. The war is not over. His future remains uncertain. But in a moment when everything collapsed, health, home, certainty, JRS became a reference point of safety and humanity.

Although the quantitative sample for medical support is limited (n=6), responses are consistent. 100% of respondents (n=6) reported that accessing medical support through JRS was very easy (100% very easy). **Regarding outcomes, 83% of respondents agreed that JRS medical support helped them or their family stay healthy (33% strongly agree; 50% agree), while 17% were neutral.**

Understanding of the healthcare system also improved. 67% of respondents reported that JRS helped them better understand how the Polish healthcare system works (67% yes), with 17% reporting partial support and 17% unsure, reflecting differences in depth of engagement.

Qualitative evidence reinforces these findings. Beneficiaries describe JRS medical accompaniment as decisive in overcoming language barriers, long waiting times, and administrative obstacles, particularly for people with disabilities or chronic conditions. In complex cases, medical support is framed not only as access to care, but as a source of dignity, safety, and emotional relief. Despite persistent systemic barriers, this indicator is met.

Factors for success, areas of improvement and sustainability analysis - Protection

Key factors for success

- **Relational, trust-based protection model.** *Protection* outcomes were driven less by formal procedures and more by sustained, human accompaniment. Trust, continuity of staff, and availability over time enabled refugees to navigate complex legal, medical, and emotional challenges without fear of judgment or exclusion.
- **Cultural and linguistic proximity as a protection enabler.** Multilingual capacity (Ukrainian, Russian, Polish) and the presence of refugee-led professionals significantly lowered access barriers, reduced stress, and improved the effectiveness of legal, MHPSS, and medical accompaniment.
- **Embedded legal and administrative expertise.** The presence of in-house legal capacity, combined with pro bono partnerships, allowed JRS to act as a translator of systems, not just an information provider, particularly in moments of regulatory change and legal uncertainty.
- **Clear role complementarity with other actors:** Strategic avoidance of duplication (notably with Caritas on material aid) allowed JRS to concentrate on protection gaps: legalisation, psychosocial care, housing stability, and individual accompaniment.
- **Flexible, needs-based housing and shelter model:** The combination of long-term accommodation with short-term “intervention rooms” (Magis House) provided both stability and emergency responsiveness, preventing homelessness in high-risk transition moments.
- **Integration of protection services around housing:** Housing functioned as a platform for protection, enabling integrated access to legal support, healthcare, language learning, and psychosocial care, particularly for families, elderly people, and persons with disabilities.
- **Adaptive use of sequential funding:** The ability to combine JRS core funds, city funding, UNICEF, and project-based resources over time enabled continuity of protection services beyond the initial emergency phase.

What could be strengthened

- **Early legal effectiveness relied heavily on individual profiles** rather than structured preparedness. This model worked but is not replicable or resilient without institutional backup and surge planning.
- While the shelter model provided strong holistic protection, **pathways to autonomous living were not sufficiently proactive or systematic.** A clearer livelihood strategy is needed, including: Job search

support and career guidance; Linkages to income-generation opportunities; Exploration of micro-credits or transitional livelihood schemes. Autonomy occurred organically for very limited number of families without a structured framework to support wider transition.

- **The restriction of shelter access to Ukrainian nationals, while understandable in the emergency phase and donor-driven context, created ethical and operational tensions over time.**

Staff reported moral discomfort with other highly vulnerable individuals facing comparable protection risks but excluded by nationality criteria. This highlights the need for clearer, vulnerability-based and function-oriented admission frameworks for long-term shelters, aligned with humanitarian principles of impartiality and protection need rather than nationality. Moving forward, greater clarity on whether shelters are designed as crisis-specific responses or as long-term protection mechanisms for diverse vulnerable populations would reduce ethical strain, improve transparency in decision-making, and strengthen the sustainability and legitimacy of the protection model.

- **The absence of predefined admission criteria, exit frameworks, and decision-making protocols** in Magis House increased staff burden and ethical strain, despite strong protection outcomes for residents.

- While the avoidance of forced exits reduced re-traumatisation, **clearer pathways are needed for residents able to move on**, particularly links to affordable housing, public care facilities for the elderly, or specialised support organisations.

- **High dependence on a limited number of key staff**, particularly refugee professionals, creates vulnerability to burnout, turnover, and service disruption.

- **Protection work remains under-documented relative to its intensity.** Stronger monitoring systems would improve learning, accountability, and advocacy, without overburdening staff.

Sustainability considerations

- Legalisation pathways, healthcare access, and mental health needs are intensifying over time as **temporary protection regimes evolve and emergency solidarity fades.**

- **Even with partial cost-sharing, long-term protection outcomes are constrained by Warsaw's housing market and limited public alternatives for low-income refugees.**

- Introducing **beneficiary contributions strengthens autonomy** and sustainability but cannot compensate for structural exclusion from the housing market or welfare system.

- Changes in residence rules, healthcare entitlements, and labour requirements create recurrent stress and vulnerability beyond JRS' control, reinforcing the **need for sustained legal accompaniment.**

- **High recognition and trust in JRS at local level** (municipalities, institutions, communities) could enhance sustainability, even as funding landscapes shrink.

- Emotional labour, ethical dilemmas, and prolonged crisis response require **continued investment in staff support, supervision, and institutional learning.**

- Many beneficiaries express a strong desire to return to Ukraine, but ongoing insecurity makes this unrealistic in the short to medium term, **reinforcing the need for sustained protection.**

C. Promotion

Overarching Evaluation question: What has been the impact of Promotion actions (education, training, resilience activities) on the development of skills, empowerment, and future prospects (including access to livelihoods)?

Outcome C.1 Refugee children improve their academic engagement, adaptation, and educational continuity

Between 2022 and 2024, JRS Poland implemented a set of *Promotion* actions aimed at supporting refugee children's educational continuity and adaptation, while simultaneously strengthening caregivers' capacity to engage with the Polish education system. In 2022, educational and child-focused support reached approximately 404 individuals, with activities concentrated on immediate access to schooling and safe learning spaces. This included full scholarships for 19 children from heavily affected regions, provision of school materials for 60 children, and the establishment of daycare and educational activities in Gdynia and Warsaw. Creative and expressive activities, such as acting and art classes in Nowy Sącz, played an important role in providing psychosocial relief and structured routines for children adjusting to displacement.

In 2023, *Promotion* activities became more diversified and skills-oriented. Scholarships continued for 20 children across Nowy Sącz and Gdynia, while material support for schooling remained concentrated in Nowy Sącz. Educational support expanded to include IT courses, creative after-school activities, drama, and English language classes for both children and adults. In 2024, the scale of activities decreased, but interventions became more targeted. Support focused on provision of school materials, creative after-school classes, IT and digital skills courses, and English language training. Activities increasingly responded to medium-term integration challenges, such as sustaining school engagement, supporting learning gaps, and strengthening parental involvement rather than emergency access alone.

Evaluation Indicator C.1.1 % of caregivers who agree that JRS support helped their child feel more integrated at school

Qualitative data consistently indicates that caregivers perceive JRS support as contributing positively to their children's integration at school, particularly through language support, structured routines, and reduced stress at home. Integration is described less in terms of academic performance and more in terms of children's ability to participate, communicate, and feel confident in the school environment. Language acquisition emerges as a decisive factor shaping children's inclusion and long-term educational prospects.

Evaluation Indicator C.1.2 Caregiver testimonies describing improvements in their child's academic engagement, integration, or emotional wellbeing at school

Caregivers repeatedly link children's academic engagement and emotional wellbeing to language proficiency and parental capacity to support learning. Focus group discussions highlight that insufficient Polish language skills create learning gaps, particularly for older children approaching certification or higher education pathways. At the same time, caregivers report that when language support is available, either directly for children or indirectly through adult courses, their children experience greater stability and engagement at school.

Evaluation Indicator C.1.3 adult participants report feeling more comfortable helping their children with school tasks

Language courses for adults function as an indirect but critical educational support mechanism. Caregivers describe improved ability to understand school communication, homework requirements, and administrative procedures as a direct outcome of Polish language learning. This increased capacity translates into more

“I can read my children's assignments or school books, and correct him grammatically. I can also understand other administrative or bureaucratic tasks from his school” Ukrainian refugee

active parental involvement in children's education.

Outcome C.2 Refugees feel more capable of contributing to their own development and future prospects

Between 2022 and 2024, JRS Poland implemented a large-scale and sustained language and skills-development response as a core pillar of its *Promotion* strategy building upon the prior experience of Jesuit Social Center (JCS) In Action helping refugees to learn Polish, directly linked to refugees' autonomy, employability, social participation, and long-term integration. Language support evolved from small-scale clubs and courses in 2022 to a multi-location programme reaching several hundred refugees annually.

In 2022, language activities were concentrated in Nowy Sącz, where English-speaking clubs and courses reached 29 refugees, alongside an expanding Polish language offer delivered through partnerships with Jezuickie Centrum Edukacji and the Perfect English School. By autumn 2022, five adult Polish language groups were running, reflecting rapid scaling in response to demand. In 2023, Polish language courses reached approximately 388 participants across Nowy Sącz (149 adults), Gdynia (36 adults and 22 children), and Warsaw (203 adults), marking the peak of programme coverage. In 2024, despite reduced teaching capacity in the second half of the year, over 200 refugees were enrolled in 21 language groups across Warsaw, Gdynia, and Nowy Sącz during the first semester, alongside continued English courses and targeted support for professional recognition and educational pathways.

Across the program duration, language courses functioned not only as educational activities but as strategic enablers of integration, employment progression, legal security, and social connection.

Evaluation Indicator C.2.1 85 % of participants who report increased confidence using Polish in daily life after JRS language support

Quantitative survey data demonstrates a very strong effect of JRS language courses on participants' communicative confidence. Overall, 96% of respondents (n=81) reported feeling more confident speaking Polish in everyday situations since attending JRS courses (33% strongly agree; 63% agree), while 4% reported a neutral perception.

Confidence gains were observed across all durations of participation but increased with longer engagement. **Among participants attending for more than six months, 100% reported increased confidence (44% strongly agree; 56% agree).** For those attending four to six months, 97% reported increased confidence (28%

strongly agree; 69% agree), while among those attending one to three months, 89% reported increased confidence (24% strongly agree; 65% agree), with higher neutrality in shorter participation periods. **This indicates a clear relationship between sustained course participation and communicative confidence.**

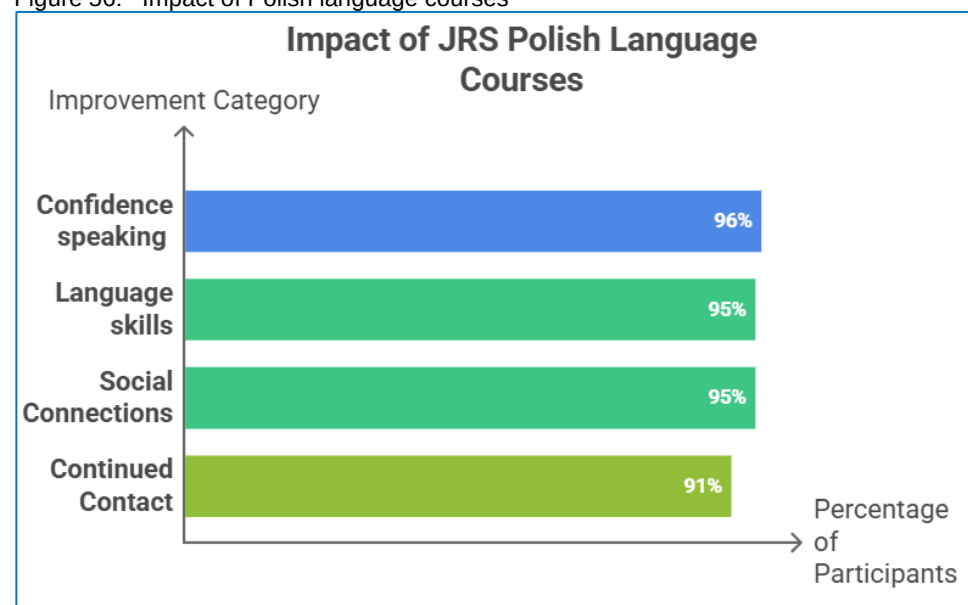
Perceived language improvement follows a similar pattern. Overall, **95% of respondents reported improvement in their Polish language skills (53% improved by one level; 40% by two levels or more)**, with only 7% reporting slight or unclear improvement. **Among participants attending for more than six months, 100% reported improvement**, with a majority indicating advancement of two levels or more (56%). These results indicate that JRS language courses contribute not only to confidence but to measurable perceived progression.

“JRS classes are by far the best in town. And I’ve tried several...They give us more fundamental knowledge. I don’t feel a language barrier when I communicate in various places anymore. It became easier for me to communicate with Poles” Ukrainian student

Evaluation Indicator C.2.2 Beneficiaries describe how language support helped them navigate daily situations and reduce isolation

Language acquisition is consistently described by beneficiaries as transformative for daily functioning, autonomy, and emotional security. Qualitative data shows that improved Polish proficiency enables refugees to manage everyday interactions with institutions, employers, schools, and healthcare providers, reducing dependency and anxiety.

Figure 56: Impact of Polish language courses



Participants explicitly link language learning to reduced isolation and improved social connection. **95% of respondents (n=77) reported that language courses helped them meet other people** (34% strongly agree; 61% agree), while only 5% reported neutrality. Social effects were sustained beyond the classroom: **91% of respondents reported keeping in touch with classmates at least sometimes** (45% yes; 45% sometimes), indicating that

courses fostered durable peer networks rather than temporary contact.

Focus group discussions deepen this finding, describing language as both a practical and emotional resource. Participants repeatedly frame Polish not only as a tool for communication, but as a “language of

emotions,” enabling friendship, trust, and belonging. **Informal speaking clubs are identified as particularly important in translating classroom learning into real-life communication**, reducing fear of making mistakes, and encouraging spontaneous interaction. These spaces are valued as low-pressure environments that strengthen confidence and social bonds.

“The atmosphere that the teachers create... makes students want to come back” Ukrainian student

Teachers’ perspectives corroborate these outcomes. **Educators consistently report strong functional gains in comprehension and oral communication, even when grammatical accuracy develops more slowly.** Learners are described as capable of effective everyday communication within a relatively short time, enabling participation in work and public life. Importantly, teachers emphasise that most participants are already employed, often in low-paid or precarious jobs, and use **language learning strategically to improve job quality rather than merely access employment.** This reframes the courses as upskilling and empowerment interventions rather than emergency education.

Cross-cutting analysis: quality, access, and limitations

Across locations, teachers and participants consistently describe JRS language courses as pedagogically strong, learner-centred, and flexible. Small group sizes, adaptive pacing, and teacher autonomy are repeatedly cited as factors enabling meaningful learning and sustained motivation. Trust in teachers and a supportive learning atmosphere emerge as central to participant retention and progress.

“Our classes are 12. And that’s perfect. Everyone has a chance to participate” Polish teacher

At the same time, **qualitative evidence highlights important access limitations.** Key informants in Warsaw note that those who need language support the most, people with irregular work schedules, caregiving responsibilities, or acute financial stress, often struggle to attend regularly. **This underscores that high-quality provision does not automatically translate into equitable access, and that structural barriers continue to shape participation.**

Survey feedback adds another tension, for those who want to continue their path of learning and are limited by JRS rule of not taking more than two courses. **While 56% of respondents stated that everything about the courses worked well for them, a substantial share requested more advanced levels (B2/C1), more conversation practice, continuation courses, and flexible scheduling.** A significant proportion of respondents who stopped attending did so not due to dissatisfaction, but because courses ended, places were limited, or progression to higher levels was not possible, indicating unmet demand rather than disengagement.

Outcome C.3 Refugees find income generation activities

Between 2022 and 2024, JRS Poland implemented a limited but strategically relevant set of livelihoods and income-generation support activities, primarily focused on employability orientation, job search assistance,

soft skills development, and confidence-building rather than direct job placement or vocational certification. **The scope of this outcome was deliberately narrower than education or language support, reflecting both funding constraints and JRS's complementary role within the broader integration ecosystem.**

In 2022, approximately 292 refugees were reached through labour market orientation, employment-related information, referrals to external training opportunities, and informal employment mediation. This included labour market trainings for 40 participants, referrals to third-party trainings for an additional 60 people, and direct or indirect employment outcomes for at least 45 refugees (18 through personal referral networks, 20 employed directly by JRS Poland, and 7 by Jesuit houses). Informational support extended beyond employment to include education pathways and registration in humanitarian programmes, while limited co-working facilities supported remote work and self-study.

In 2023, livelihoods support scaled down significantly, reaching a small number of beneficiaries through vocational training with a job coach in Warsaw (6 participants) and individualised job search assistance (10 participants). In 2024, JRS consolidated its approach around short-cycle employability and resilience-oriented courses and individual accompaniment. A total of 31 refugees participated in structured employability, coaching, and psychosocial skills courses, while 11 individuals received one-to-one job search assistance from refugee assistants and a volunteer career counsellor. Awareness-raising activities on social media and public platforms complemented these efforts, reaching over 1,800 people, though these actions primarily targeted host-community perceptions rather than direct income generation.

Evaluation Indicator C.3.1: 80% of refugees who report increased confidence and motivation to pursue personal or professional goals after participating in JRS activities

All respondents who participated in *Promotion* / livelihoods-related activities reported positive perceived usefulness of the skills or knowledge gained. **100% of respondents (n=10) stated that the activities were useful for their personal or professional future, with 70% reporting immediate application and 30% planning to apply the skills in the near future.**

When disaggregated by type of activity, differences emerge in the pathway and timing of impact, while overall usefulness remains consistently high:

- English language courses: 100% reported usefulness, with 75% already applying the skills and 25% planning future use (n=4). This confirms language learning as a direct enabler of employability and autonomy.
- Job search and employment advice: 100% reported usefulness, with 67% already applying the skills and 33% planning near-term use (n=3), indicating strong instrumental value for labour-market engagement.
- Entrepreneurship or financial literacy workshops: 100% reported usefulness, evenly split between 50% already applied and 50% planned use (n=2), suggesting relevance but longer trajectories to tangible outcomes.
- Creative / artistic activities: 100% reported usefulness, with 50% already applied and 50% planned use (n=4), pointing to impacts primarily linked to confidence, self-expression, and psychosocial empowerment rather than immediate income.

Confidence outcomes reinforce these findings. 80% of respondents reported feeling confident in applying the knowledge gained (10% very confident; 70% mostly confident), while a further 20% felt somewhat confident, indicating readiness to act even when outcomes are not immediate.

Motivational indicators show a similar pattern:

- 90% reported feeling more hopeful and motivated about their future (20% strongly agree; 60% agree; 10% neutral; 10% disagree).
- 70% reported taking concrete steps to improve their future, such as job search or training (30% strongly agree; 40% agree; 30% neutral).

90% of respondents reported that participation in JRS *Promotion* activities helped them regain a sense of dignity, including 30% who strongly agreed and 60% who agreed, while 10% remained neutral. No respondents disagreed with this statement. The high proportion of beneficiaries reporting restored dignity suggests that these activities counteracted feelings of dependency, marginalisation, and loss of professional identity commonly associated with prolonged displacement. In evaluative terms, this indicates that JRS *Promotion* actions contributed not only to skills acquisition and future orientation, but also to the re-establishment of refugees' sense of self-respect, agency, and social value

Qualitative evidence explains the nature of this impact. Participants and facilitators consistently describe JRS *Promotion* activities as enablers of self-directed livelihood pathways rather than direct job-placement mechanisms. Many beneficiaries were already working, often in low-paid or precarious employment, and used JRS-supported courses strategically to improve job quality, professional identity, or longer-term prospects. **In several cases, *Promotion* activities catalysed refugee-led initiatives, including psychosocial and skills-based programmes designed and delivered by refugees for other migrants, reinforcing dignity, agency, and professional self-recognition.**

Factors for success, areas of improvement and sustainability analysis - Promotion

Key factors for success

- **Adult language courses:** Long-term and intensive adult language course formats, allowing sustained learning and measurable confidence gains; Small group sizes (10–12 participants), enabling active participation, individual feedback, and peer interaction; Highly qualified, experienced, and motivated teachers with autonomy to adapt pedagogy to learners' needs; Flexible, learner-centred teaching methods and adaptive pacing, increasing retention and perceived relevance; Safe, welcoming, and well-equipped learning spaces that foster trust, emotional safety, and regular attendance; Informal peer coordination among teachers, supporting consistency and quality across location.
- **Strong relational approach and trust-based** access mechanisms (notably word of mouth).
- **Positive learning atmosphere** reinforcing dignity, motivation, and sustained engagement.

What could be strengthened

- Lack of a structured, outcome-oriented framework for child-focused educational activities, resulting in a broad set of actions without clearly defined educational objectives or progression pathways.

- Adult language courses: **Insufficient capacity relative to demand**, generating high competition for places and exclusion of motivated learners; absence of structured progression to higher language levels (B2), despite legal and labour-market requirements and people interest; Internal limitations on course repetition restricting continuity for learners ready to advance; Unequal access for more vulnerable profiles (caregivers, people with irregular work schedules, financially precarious households).
- **Absence of a clear exit or referral strategy for participants completing courses** but still facing structural barriers (employment, childcare, transport).
- **Underutilisation of hybrid or modular formats** (online / blended) to mitigate attendance barriers
- **Weak outreach and information systems**, relying heavily on informal networks.
- **Limited vulnerability screening** in beneficiary selection for *Promotion* activities.
- **Dependence on individual teachers**, posing continuity and scaling risks.
- **Lack of systematic outcome tracking** beyond participation and self-reported satisfaction.
- Lack of differentiated strategies for **youth vs. adult learners** within *Promotion* outcomes
- Insufficient articulation between *Promotion* and **Livelihoods outcomes**, limiting visibility of medium-term economic effects.

Sustainability considerations

- **Sustainability increasingly depends on strategic partnerships** (municipalities, adult education centres, employers), not only funding.
- Long-term relevance of *Promotion* actions will **require recognition of learning outcomes**, not only perceived gains
- Free, high-quality language and skills courses address a **clear structural gap in public provision**.
- Demand is likely to increase due to legal requirements linking residency and employment to **language certification (B1, B2)**.
- **Sustainability depends more on scaling capacity and progression pathways** than on extending course duration.
- **Persistent funding constraints** limit expansion despite demonstrated effectiveness.
- **Risk of excluding late arrivals and interrupting learning trajectories** without increased resources or partnerships.

D. Integration

Overarching Evaluation question: To what extent have Integration initiatives (employment support, language classes, cultural mediation, social cohesion) contributed to the sustainable social and economic inclusion of refugees in host communities, reducing barriers and fostering coexistence?

Between 2022 and 2024, JRS Poland implemented a sustained set of **Integration** actions combining awareness raising, advocacy, and intercultural peacebuilding, aimed at fostering coexistence, countering negative narratives, and creating shared social spaces between refugees and host communities. In 2022, this included the launch of a temporary crisis-response website and the establishment of the official JRS Poland website, alongside an active social media presence at national and local levels

featuring testimonies of refugees and volunteers. During the same year, JRS staff and volunteers gave approximately ten interviews across public television, radio, podcasts, and international media, while local offices, particularly in Nowy Sącz, used Facebook, Instagram, and Telegram to disseminate information and promote participation in integration activities. These awareness efforts were complemented by intercultural and peacebuilding initiatives in Warsaw and Gdynia, including social meetings, intercultural events, and joint activities involving refugees and local residents.

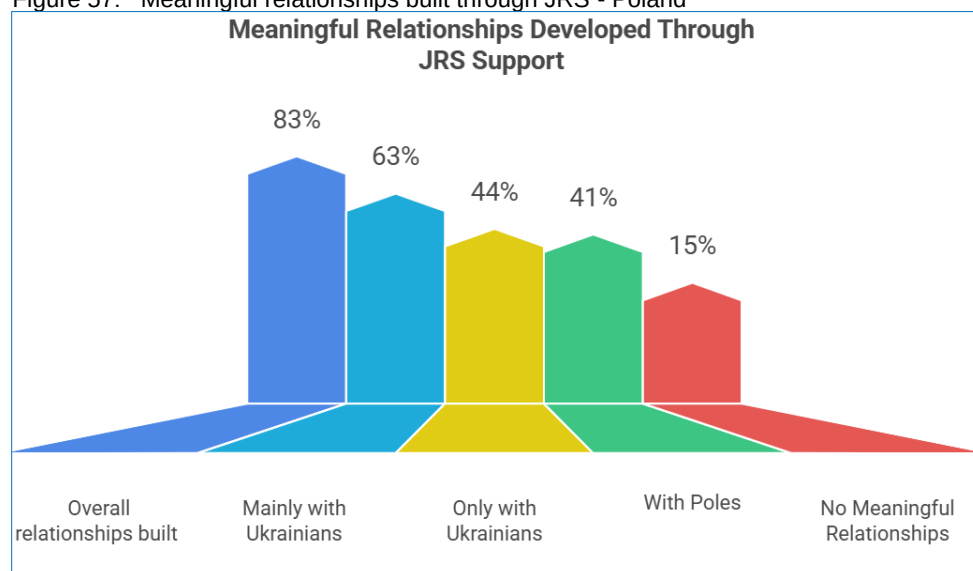
In 2023, awareness raising activities expanded in scale and reach. JRS Poland and its local offices maintained regular communication through Instagram, Facebook, and Telegram, reaching approximately 1,000 people, and participated in national and local media programmes, reaching an estimated 700 additional individuals. *Integration* and peacebuilding activities also intensified, with language cafés, book clubs, youth integration weeks, staged drama performances, intercultural celebrations, and large public events engaging over 900 participants across locations. Notably, Warsaw hosted intercultural music and cultural events and maintained an international choir bringing together refugees and people from the host community.

In 2024, *Integration* activities continued with a stronger focus on regular, community-based engagement. JRS supported youth and adult integration groups such as language cafés and book clubs, organised large-scale public and intercultural events reaching nearly 500 participants, and facilitated ongoing interaction between refugees and local residents in Warsaw, Gdynia, and Nowy Sącz. The intercultural choir in Warsaw remained a flagship initiative, involving around 30–40 participants from multiple nationalities and performing at public events, competitions, and official commemorations. Although some activities, such as the summer camp, were cancelled due to resource constraints, overall Integration actions in 2024 reached over 800 participants, reinforcing JRS's role as a key facilitator of social cohesion, dialogue, and shared civic space amid a context of increasing policy uncertainty.

Outcome D.1 Refugees build meaningful relationships with locals

Evaluation Indicator D.1.1 At least 85 % of beneficiaries who report having developed meaningful personal relationships thanks to JRS

Figure 57: Meaningful relationships built through JRS - Poland



Survey data indicates that a majority of respondents reported developing meaningful relationships through their engagement with JRS-supported activities, although these relationships were more frequently formed within the refugee community than with host-community members. **Overall, 83% of respondents reported having developed meaningful relationships of some kind thanks to JRS**

(n=101), including relationships with Ukrainians only (63%), with Polish people (41%), with both Ukrainians and Poles (20%), or with other foreigners (10%). At the same time, 15% reported not having developed meaningful relationships, and 13% preferred not to answer, indicating uneven social outcomes across the sample.

These findings suggest that JRS played a substantial role in rebuilding social ties during displacement, primarily by fostering safe, trust-based environments where relationships among refugees could emerge organically.

Evaluation Indicator D.1.2 At least 70 % of beneficiaries who report having developed meaningful personal relationships with Polish people

When focusing specifically on relationships with members of the host community, quantitative results are more limited. **Only 41% of respondents reported having developed meaningful relationships with Polish people (n=101)**, which falls below the intended benchmark for this indicator. This gap reflects structural constraints rather than programme failure, as qualitative evidence consistently points to limited opportunities for sustained interaction with Polish nationals beyond structured activities.

Key informant interviews reinforce this interpretation. In Nowy Sącz, mixed cultural and recreational activities, such as the drama club, were identified as effective spaces for Ukrainian–Polish interaction, particularly among children and youth.

“It’s a very good integration place [drama club] where our children work with Polish children” Ukrainian parent

Evaluation Indicator D.1.3 Refugees describe how JRS has helped them to make friendships or personal connections

Qualitative evidence strongly supports the conclusion that JRS played a meaningful role in facilitating emotionally significant relationships. Across focus groups and interviews, participants repeatedly described JRS-supported spaces using familial language, emphasising trust, safety, and mutual care. In Magis House, beneficiaries referred to the shelter as “a big family” and described themselves as “a super community”, highlighting strong intra-community cohesion.

Similarly, participants in language courses described JRS spaces as places where they felt welcomed and emotionally safe. These relationships were not only emotionally supportive but also practical, facilitating information sharing, peer support, and reduced isolation.

Teachers’ perspectives introduce an important aspect. While language courses increased confidence and participation, they did not automatically translate into broader social integration with Polish nationals. As one teacher observed,

“They don’t have many Polish friends, largely due to labour-market segregation and limited daily contact with Polish-speaking environments” Polish teacher

Taken together, the evidence indicates that JRS was highly effective in rebuilding social bonds within the refugee community, while broader host-community integration remained constrained by structural factors beyond programme control.

Outcome D.2 Refugees develop a sense of belonging and shared identity within the local context.

Evaluation Indicator D.2.1 85% of beneficiaries who report being supported by JRS to participate in public activities or spaces in their community

Quantitative data shows a strong positive effect of JRS support on refugees’ confidence to engage in social and recreational life. Overall, **78% of respondents agreed that JRS support helped them feel more capable and confident to participate in community activities** (n=101), including 20% who strongly agreed and 58% who agreed. A further 21% expressed neutral perceptions, while only 1% strongly disagreed. These results indicate that JRS effectively reduced social barriers to participation, even when full integration was not achieved.

Evaluation Indicator D.2.2 Refugees describe how JRS helped them joining social, cultural, or recreational spaces

Qualitative findings illustrate how JRS facilitated participation in shared spaces without imposing assimilation. Participants highlighted cultural outings, informal gatherings, and intercultural events as key enablers of belonging, describing opportunities to attend museums, exhibitions, barbecues, and mixed-community celebrations. One participant noted, “” (1:02:32–1:03:11), while another emphasised the inclusive nature of events involving “” (1:02:32–1:03:11).

“JRS gives us the opportunity to go to museums, to some exhibitions... barbecue parties and sometimes people come from different countries”. Ukrainian refugee

These activities were valued not only for social interaction but for restoring normalcy, dignity, and a sense of shared humanity in a displacement context.

Evaluation Indicator D.2.3 70% of beneficiaries report feeling integrated thanks to JRS support

Perceived integration outcomes among frequent JRS beneficiaries in 2025 show a clear improvement compared to 2024⁶⁵. In 2025, 33% of respondents reported feeling “integrated” or “very integrated” (24% integrated; 9% very integrated), compared to 21% in 2024 (18% integrated; 3% very integrated). **This**

⁶⁵ This comparison is based on responses from the 2025 evaluation survey (JRS beneficiaries) and JRS 2024 needs assessments taking only non-beneficiaries or occasional participants. As the sample populations differ, and there was no longitudinal tracking of the same individuals, the data should be interpreted with caution and understood as an indicative trend rather than a direct measurement of change.

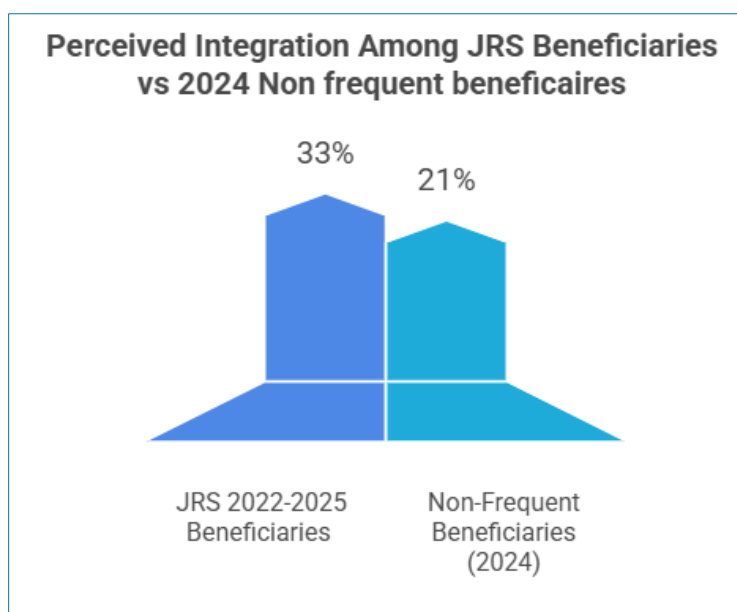
represents a 12-percentage-point increase in consolidated integration outcomes, indicating stronger social inclusion among those with sustained exposure to JRS support.

95% of respondents reported that JRS helped them feel more integrated (64% definitely; 31% a little), indicating that beneficiaries clearly distinguish between personal integration trajectories and the supportive role played by JRS. Open-ended responses consistently identified language courses, supportive staff

“Thanks to JRS, I have learned a lot of useful information over all these years. In the future, if something bothers me or I want to get support, advice or information, I know I can call and they will give me time and provide all the information and care”. Ukrainian refugee

attitudes, psychosocial safety, and access to information as key contributors to this sense of integration. At the same time, qualitative data highlights clear external constraints. Participants cited lack of advanced language proficiency, employment insecurity, housing costs, limited contact with Poles, and shifting legal frameworks as persistent barriers.

Figure 58: Feeling of integration reported by respondents - JRS Poland



Outcome D.3 Host communities increase awareness and empathy toward refugees

Evaluation Indicator D.3.1 Host communities increase awareness and empathy toward refugees

Evidence for this outcome is limited to activity-level data from JRS Poland, as no direct host-community perception data was collected. JRS implemented sustained awareness-raising and intercultural actions between 2022 and 2024, including media engagement, social media outreach, public events, and mixed refugee–host community activities, reaching several thousand people according to programme records. While attitudinal change cannot be measured, these actions possibly contributed to increased visibility and positive representation of refugees

in local communities.

Intentions on return

Compared to 2024⁶⁶ findings indicate a modest but meaningful consolidation of intentions regarding return, with persistent but diminishing uncertainty and clearer positioning over time. In 2025, **62% of respondents reported that they “do not know” whether they intend to return permanently, a slight decrease from 75% in 2024, indicating a gradual reduction in uncertainty.** At the same time, the proportion of

⁶⁶ 2025 NEEDS ASSESSMENT: JRS EUROPE ONE PROPOSAL – JESUIT RESPONSE TO UKRAINE CRISIS



respondents expressing a clear intention to return increased to **20% in 2025, compared to 13% in 2024 but much less than 2023⁶⁷ (42%)**. Those stating they do not intend to return also rose to 18%, up from 12% and 13% respectively the previous years. This dual movement suggests not simple indecision, but a slow polarisation toward more defined outlooks as displacement becomes prolonged.

Among respondents who expressed an intention to return, time horizons remain largely medium- to long-term. Only 2% reported plans to return within the next six months, while 8% envisaged return within the next year and 10% only after more than a year.

This indicates that even among those oriented toward return, expectations are shaped by caution and recognition of ongoing constraints rather than imminent plans.

Responses on the type of support needed in the event of return further illuminate these dynamics. The most frequently cited forms of potential support relate to psychosocial accompaniment (21%) and access to reliable information about conditions in places of origin (16%), followed by assistance with organising the journey (13%) and legal or administrative support linked to return (12%). Financial assistance for travel or initial reintegration was mentioned by 9%, while only a small proportion highlighted support with document transfer (4%) or post-return reintegration services (5%). Notably, nearly a quarter of respondents (24%) stated that they would not need support from JRS in relation to return, reflecting either a desire for self-reliance or low expectations of feasible return pathways.

Qualitative responses help explain this pattern, pointing to structural and security-related factors rather than personal preference as the primary drivers of hesitation or refusal to return. Respondents consistently reference the destruction or occupation of their places of origin, loss of housing, family separation, disability, and unresolved safety concerns. For many, return is not perceived as a realistic short-term option, even where emotional attachment to home remains strong.

The word cloud above reflects how beneficiaries describe the JRS Ukraine when asked to define it in one or a few words: family, support, care, trust, warmth, and dignity.

⁶⁷ 2024 NEEDS ASSESSMENT: JRS EUROPE ONE PROPOSAL – JESUIT RESPONSE TO UKRAINE CRISIS

The word cloud below reflects how beneficiaries describe the JRS Poland when asked to define it in one or a few words: family, support, care, trust, warmth, and dignity

Factors for success, areas of improvement and sustainability analysis - Integration

Key factors for success

- Creation of **safe, relational spaces** where refugees could build trust-based relationships before engaging outwardly with host communities, particularly through language courses, Magis House, cafés, clubs, and cultural activities.
- **Integration through participation** rather than service delivery, with activities framed as shared experiences (choirs, drama, trips, intercultural events) rather than “integration programmes,” reducing stigma and fostering mutual recognition.
- **Strong role of language as a social bridge**, not only enabling communication but acting as the primary gateway to confidence, participation in public spaces, and interpersonal connection.
- **Consistent emotional tone and organisational culture**, described by beneficiaries as warm, respectful, and family-like, which enabled belonging even in a context of uncertainty and political tension.
- **Multi-layered integration pathways**, combining intra-refugee bonding (peer networks) with gradual exposure to Polish society through mixed activities, avoiding forced or premature social integration.
- **Decentralised, locally embedded approach**, allowing offices (Nowy Sącz, Warsaw, Gdynia, Poznań) to adapt integration activities to local social dynamics, institutions, and opportunities.
- **High symbolic visibility through cultural initiatives** (choir, performances, public events), which strengthened refugees’ sense of legitimacy and public presence beyond private support spaces.
- **Greater inclusion of non-Ukrainian nationals** in integration spaces, avoiding reinforcing nationality-based segmentation and aligning with long-term social cohesion objectives.

What could be strengthened

- **Lack of a clear operational definition and measurement framework for “integration.”** The term is understood and experienced differently across individuals. JRS would benefit from articulating clear objectives for what the organization wants to achieve in this section of integration + Advocacy (e.g. language proficiency, participation in public life, connection with host communities, legal stability, local perception of refugees), and establishing clear indicators and tracking them consistently over time to assess progress and adjust programming accordingly.
- **Stronger and more systematic interaction with host-community members**, as evidence shows that meaningful relationships are still formed predominantly within refugee networks, with more limited contact with Polish peers.
- **Clearer integration objectives and indicators**, particularly distinguishing between social connection, sense of belonging, civic participation, and structural integration, to better capture progress beyond participation counts.
- **Reduced reliance on language courses** as the main integration vector, as language alone does not overcome labour-market segmentation or limited social mixing.
- **More intentional host-community targeting**, including structured partnerships with local associations, schools, cultural institutions, and volunteer groups to move beyond refugee-only spaces.
- **Improved documentation of host-community outcomes**, as current evidence of increased

awareness and empathy relies primarily on activity outputs rather than measured attitudinal change.

Sustainability considerations

- **Integration outcomes remain highly sensitive** to external policy environments, particularly migration status, labour regulations, and social benefits, which can rapidly undermine social gains.
- **Sustained demand for integration spaces** is likely, given prolonged displacement and declining certainty around return, reinforcing the need for long-term models.
- **Relational and community-based approaches are cost-effective but staff-intensive**, making sustainability dependent on stable funding for facilitation rather than infrastructure alone.
- **Risk of integration plateau**, where refugees feel socially supported but structurally blocked, highlighting the need to link integration activities more strongly with livelihoods and housing pathways.
- **Host-community engagement must be maintained over time**, as early solidarity risks erosion in prolonged crises, requiring continuous awareness and peacebuilding efforts.
- **Flexibility will remain critical**, as beneficiaries' intentions oscillate between settlement, onward movement, and return, requiring integration support that does not assume permanent stay.

f) Capacity Building - Multi country

Cross Cutting Outcome F.1: Implementation and coordination partners strengthens their institutional capacity

Overarching question: To what extent have Capacity Building efforts (training, institutional strengthening, accompaniment of partners and staff) enhanced the ability of JRS offices, local partners, and communities to deliver quality support, ensure sustainability, and respond effectively to evolving needs?

Introduction – How Capacity Building was approached in The One Proposal

The explicit inclusion of a Capacity Building component within The One Proposal represents one of the most strategically sound design decisions of the programme. This choice was grounded in a realistic assessment: **both the national implementing partners and the regional structure of JRS Europe lacked prior experience in managing a humanitarian response of this magnitude, duration, and complexity**, particularly within the European context.

Capacity Building was not conceived as a fixed technical package nor as a linear sequence of trainings. Instead, it emerged as a flexible, adaptive, and multi-layered process, characterised by **four defining features**:

1. **Proactive leadership from JRS Europe**, which took initiative in identifying critical gaps, mobilising resources, creating key roles, and proposing shared learning and reflection spaces.

2. **Dedicated financial and strategic support from the Xavier Network**, including the funding of two key JRS Europe positions⁶⁸, which significantly strengthened coordination capacity, technical accompaniment, and cross-country coherence during the scale-up phase.
3. **Respect for country-office leadership and contextual priorities**, avoiding a one-size-fits-all approach and allowing offices to define needs and pace.
4. **A collaborative and incremental logic**, including listening mechanisms (initial surveys, inter-office exchanges, strategic meetings) and recognition that certain capacities could only be developed once a minimum level of operational stabilisation had been achieved. Importantly, this approach also reflected an understanding that capacity building does not advance at the same pace across all contexts, as leadership willingness and team openness to change significantly shape whether institutional processes can be meaningfully embedded, requiring a flexible and adaptive accompaniment strategy.

Capacity Building operated simultaneously across **three interrelated spheres**:

1. **Human Resources**: financing and creation of key positions, staff expansion, recruitment of specialised profiles, and, critically, the hiring of refugees as staff.
2. **Material and operational capacity**: establishment of offices, centres, safe spaces, basic operational systems, and coverage of core structural costs.
3. **Training and accompaniment**: technical, psychosocial, identity-based, collective reflection spaces and self-care training, alongside continuous accompaniment among all actors (JRS Europe and IO, cross JRS Country offices, Xavier Network, Jesuit Provinces) and at all levels, professional and personal accompaniment.

These spheres unfolded through **three main institutional entry points**:

1. From the **Xavier Network** to JRS Europe or to country offices.
2. From **JRS Europe** to country offices.
3. From the **country offices** themselves, which initiated internal capacity-building processes adapted to their own contexts and levels of maturity.

This hybrid approach explains why Capacity Building is not always systematically visible in narrative reports, yet emerges very strongly in qualitative evidence as one of the most transformative components of the programme.

1. Evaluation Indicator f.1 – # of Meaningful initiatives implemented to strengthen institutional capacity

The analysis identifies a **broad and diverse set of Capacity Building initiatives**, which can be clearly grouped by level and sphere.

1.1. Xavier Network → JRS Europe → Country offices

⁶⁸ Finance and Programmes Officers

Capacity Building began at the regional European level. One of the most structural interventions was the **financing of two key technical positions within JRS Europe** (programme and finance), created specifically for *The One Proposal*. This investment enabled:

- A decisive increase in JRS Europe's capacity to **manage large funding volumes**, meet compliance requirements, and diversify donors.
- Sustained and technically informed accompaniment of country offices.
- The positioning of JRS Europe to mobilise additional donors and funding streams beyond The One Proposal, thereby strengthening medium-term sustainability, reducing dependence on a single emergency funding mechanism and contributing to exit and transition strategies.

Additional initiatives at this level included:

- Co-leading an Early deployment of a **needs assessments together with JRS**. This needs assessment deployed in March 2022 enabled the articulation of a coherent European response structured around the four pillars (welcome, protect, promote, integrate) and according to key informants across countries has been crucial all throughout the programme to keep the operations and narratives aligned.
- Accompaniment visits and participation in reflecting spaces. Sustained technical and strategic support to country offices in project design, budget adaptation, reporting, and cross-country coordination, with significant time investment from the Xavier Network focal person in close collaboration with JRS Europe.
- Joint reporting structures that consolidated inputs from country offices into unified programme narratives, allowing the initiative to be presented to donors and stakeholders as a coherent multi-country response rather than fragmented national projects.

1.2. JRS Europe → Country offices

At this level, many of the most recognisable initiatives took place:

- A **structured training programme** (2022–2023), designed following an initial survey of country offices, with modules on JRS mission, One Proposal reporting, CHS, safeguarding, Mainstreaming MHPSS into Programming, security, staff care - PFA, Safeguarding policies in practice IT, etc.
- The **Strategic Plan Meeting of The One Proposal (Bucharest, 2023)**, consistently identified as one of the most valuable initiatives:
 - Exchange of best practices.
 - Strengthening inter-office relationships.
 - Strategic reflection and scenario analysis.
- Regional coordination spaces, strategic meetings, and thematic exchanges (i.e. monographics).
- Activation of the wider JRS ecosystem (JRS International, JRS USA, other partners, JRS own resources etc.).

*These actions primarily strengthened training, relational, and strategic capacity, with a particularly significant effect on **inter-office dynamics**. Regular interaction through trainings, meetings, and shared*

reflection spaces facilitated familiarity, trust, and informal exchange between country offices, enabling peer learning, cross-fertilisation of practices, and a growing tendency to seek support and inspiration across contexts rather than operating in isolation.

1.3. Country office–led initiatives

A central finding of the evaluation is that a substantial share of capacity building under *The One Proposal* was **initiated, led, and shaped by country offices themselves**, rather than being solely the result of externally designed interventions. The programme’s flexibility allowed national teams to prioritise capacity needs according to their own contexts, levels of institutional maturity, and operational pressures. As a result, country office–led initiatives differed significantly in form and focus, but collectively represent a major driver of institutional strengthening.

JRS Poland

In Poland, capacity building was primarily expressed through **rapid institutionalisation under crisis conditions**. Country-level leadership focused on transforming an initially informal, Jesuit-led emergency response into a legally recognised and operationally functional organisation. Key initiatives included the **formal establishment of JRS Poland**, the creation of multiple city offices, and the rapid recruitment of staff across programmatic, legal, social work, and coordination roles. While some trainings took place, most capacity gains emerged through *learning-by-doing*, gradual clarification of organisational focus (notably language courses and integration support), and the progressive introduction of basic management and coordination practices. This resulted in a functioning national structure capable of absorbing significant funding and responsibilities, although with limited early systematisation.

JRS Ukraine

In Ukraine, the country office–led capacity building centred on **organisational construction and professionalisation**. The team prioritised moving beyond a shelter-based, volunteer-driven response toward a structured humanitarian organisation with defined roles, internal procedures, and a diversified service portfolio. Capacity-building initiatives included internal staff development (English language courses, professional qualifications), strategic recruitment of specialised profiles (psychologist, social worker, lawyer, accountant, communications), and the development of an accompaniment-oriented programme model focused on autonomy and transition. Importantly, **JRS Ukraine also initiated its own local training and professional development partnerships when regional or international trainings were linguistically or contextually inaccessible**.

JRS Romania

JRS Romania represents the most extensive example of **internally driven, large-scale capacity building**, supported but not dictated by the programme. National leadership deliberately invested in **rapid staff expansion, the hiring of displaced Ukrainians as professionals, and the creation of coordination layers**. JRS Romania prioritised the **establishment of dedicated, multi-purpose spaces**—including education hubs, child-friendly spaces, women’s safe spaces, MHPSS rooms, IT classrooms, and transit and

integration centres—designed to support structured, dignified, and specialised services. Several existing buildings were refurbished and adapted to new functions, transforming previously underused facilities into safe, accessible environments for education, psychosocial support, community activities, and temporary accommodation. This spatial investment significantly strengthened JRS Romania’s operational capacity, safeguarding standards, and ability to deliver differentiated services to diverse population groups. In parallel, the office actively sought out and engaged in a **wide range of trainings provided by international agencies, UN actors, and specialised NGOs, integrating these inputs into internal practice**. Country-led initiatives also included the development of accountability mechanisms, internal coordination routines, and a gradual shift toward sustainability-oriented decision-making as funding dynamics evolved.

Family Help Centre (Slovakia)

For the Family Help Centre, capacity building took the form of **mandate expansion and institutional upgrading**. Internally led initiatives focused on integrating JRS safeguarding and accountability standards, developing new areas of work (refugee support, MHPSS-informed approaches, language education, legal counselling), and establishing an Integration Centre that later enabled diversification of funding sources. Training and formation activities for staff and volunteers were prioritised, alongside team-building and spiritual renewal processes that strengthened internal cohesion. These initiatives significantly raised organisational standards and positioned FHC as a more professional and credible actor in the national refugee response.

JRS Hungary

In Hungary, country office-led capacity building was characterised by **strategic refocusing and consolidation**. Rather than maximising scale, leadership deliberately narrowed the organisational mandate to areas of comparative strength (integration, education, social accompaniment), while creating coordination roles and strengthening supervision and staff-care practices. Many capacity gains emerged reactively, in response to implementation strain, leading to clearer internal boundaries, more structured reflection processes, and a stronger emphasis on staff wellbeing and safeguarding. Trainings and formal tools were integrated gradually, but internal learning and mandate clarification were the primary drivers of institutional capacity.

1.4 Most significant and transformative changes

Beyond listing initiatives, the evaluation identifies **deep, cross-cutting changes** perceived as highly meaningful by staff. Consistently, **100% of interviewed staff report stronger institutional capacity after The One Proposal**, although with important details.

A) Institutional and organisational transformation

The most visible and frequently cited changes include:

- **Creation of JRS Poland** as a functioning organisation.
- **Construction of JRS Ukraine** as a humanitarian actor beyond shelter provision.
- **Scaling up of JRS Romania** into an organisation of over 150 staff.
- **Integration of FHC Slovakia** into JRS standards and policies.

- The **strategic consolidation of JRS Hungary** through clearer mandate definition, strengthened coordination roles, and institutionalisation of staff care, safeguarding, and reflective practice.

These are not incremental shifts; they represent **qualitative leaps in institutional maturity**.

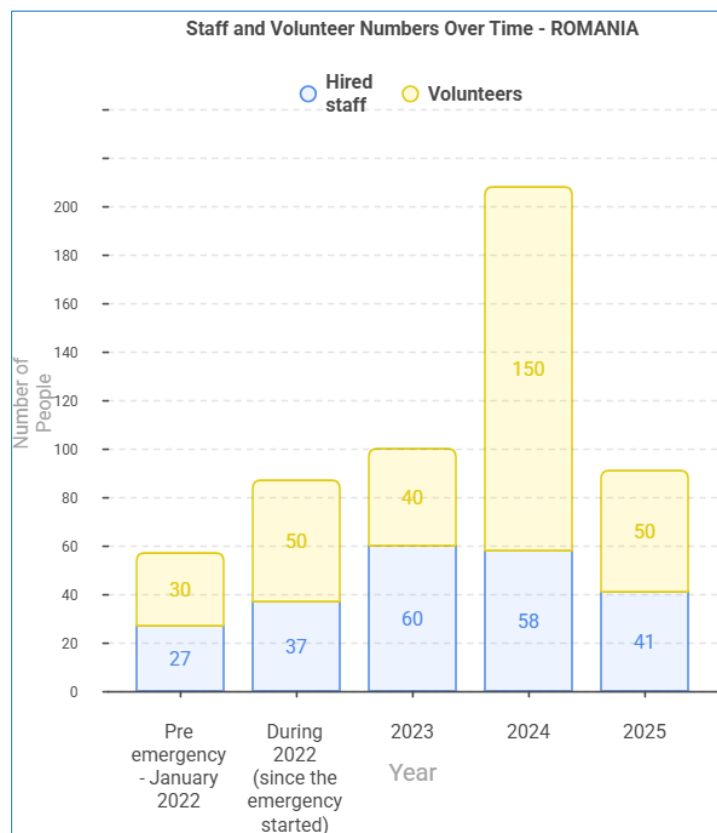
Figure 59: Staff and volunteers numbers over time - JRS Poland

B) Human capacity as the core driver

Across all contexts, **staff recruitment and human resource expansion emerged as one of the most decisive Capacity Building factors** under *The One Proposal*. Quantitative data shared by country offices confirms that the programme enabled **exceptional organisational growth**, often from very small pre-emergency teams to complex, multi-role structures within a short period of time

Between January 2022 and the peak years of implementation (2023–2024), all country offices experienced rapid and sustained increases in **staff**

Figure 60: Staff and volunteers numbers over time - JRS Romania



involved in **One Proposal activities**⁶⁹, but with different trajectories and dimensions. **JRS Poland** expanded from 3 staff pre-emergency to 35–36 (2023, 2024) staff between 2022 and 2024, alongside a large volunteer base (from 0 in January 2022 to a peak of 37 in 2023). **JRS Romania** grew from 27 staff pre-emergency to 60 staff in 2023, complemented by a substantial volunteer surge that reached 150 volunteers in 2024, reflecting its role as a large-scale operational hub. JRS Ukraine increased its staff from 3 to 16 between 2022 and 2024, representing a more than fivefold increase despite operating under extreme contextual constraints. JRS Hungary expanded from 9 to 35 staff by 2023, later

⁶⁹ Number of different positions. If different people had the same position, this is counted once. If an external service provider was hired regularly for more than 6 months, these are also included as staff. 2025 data was collected in December. Volunteers are counted if had regular participation

consolidating at around 31 staff, while the Family Help Centre in Slovakia transitioned from 6 staff pre-emergency to 13 by 2024, with a parallel and sustained expansion of its volunteer base.

At the same time, the evaluation finds that rapid human resource expansion also introduced structural fragilities. Capacity gains became highly dependent on a limited number of key individuals, redundancy

Figure 61: Staff and volunteers numbers over time - JRS Ukraine

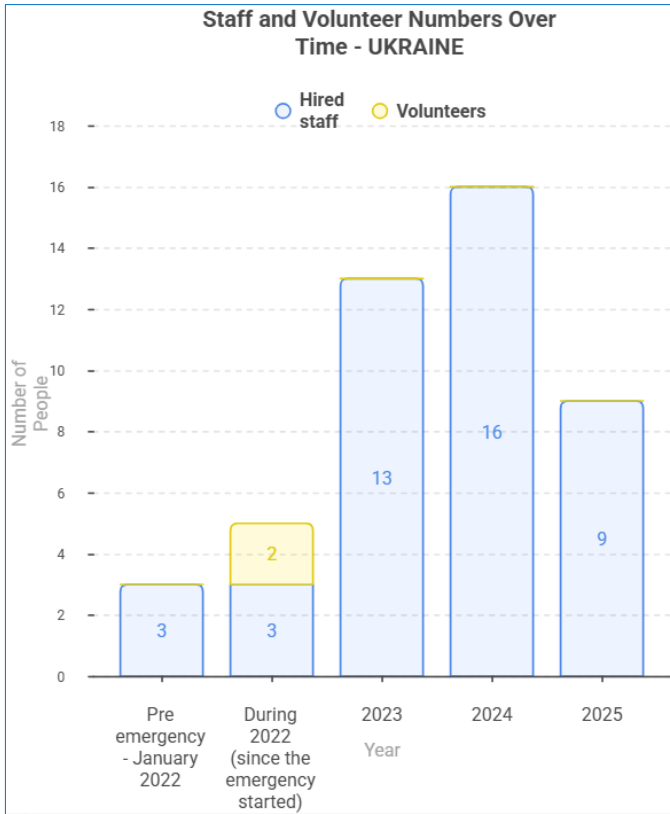


Figure 62: Staff and volunteers numbers over time – JRS Hungary

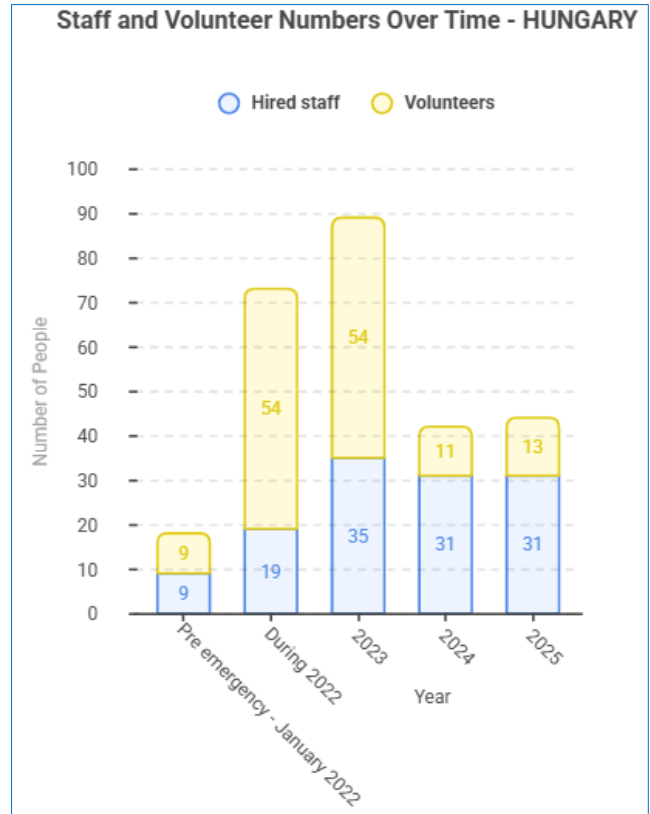


Figure 63: Staff and volunteers numbers over time - FHC

remained low, and organisations became vulnerable to staff turnover—particularly in contexts characterised by burnout, insecurity, or temporary contracts. These dynamics underscore that while human capacity was the primary driver of institutional strengthening, it also represents a critical area where consolidation, systematisation, and succession planning are needed to ensure durability.

Gender composition and inclusion of refugees within teams

Beyond overall growth, the **composition of teams** represents a critical qualitative dimension of human capacity building. Across all country offices, staffing under *The One Proposal* was **predominantly female**, and in several contexts a **high proportion of staff and volunteers were themselves Ukrainian refugees or IDPs**, particularly at peak implementation.

At peak staffing levels involved in One Proposal⁷⁰:

- **JRS Romania (2023)** employed **60 staff**, of whom **41 were Ukrainian refugees**, representing **68%** of staff involved in One Proposal activities. Women accounted for **49 out of 60 staff (82%)**, highlighting both the gendered profile of the workforce and the central role of refugee women in programme delivery. Women accounted even higher percentages in 2022 (86%) and 2025 (88%).
- **JRS Poland (2022–2025)** maintained **35–36 staff**, with **18–19 Ukrainian refugees**, corresponding to approximately **54%–58%** of staff at peak. Women represented **around 86%–92%** of staff across these years.
- **JRS Hungary (2022–2025)** in 2004 out of **31 staff** employed 10% were Ukrainians and in 2025 raised to 16% (5 out of 31). **5–16%** of staff were Ukrainians along the programme, with women comprising **approximately 77–84%** of the workforce.
- **Family Help Centre, Slovakia in 2024** had **13 staff**, of whom **3 were Ukrainian refugees**, representing **23%**, while women accounted for **approximately 85%** of staff.
- **JRS Ukraine only hired IDPs in 2023 when** reached **13 staff**, with 8% being IDPs (n=1) and almost entirely composed of women (**10 out of 13; 77%**).

This deliberate inclusion of refugees within organisational structures significantly strengthened:

- Programme relevance, by grounding services in lived experience;
- Community trust, by reducing social distance between staff and beneficiaries;
- Needs analysis and contextual understanding, particularly in rapidly evolving displacement contexts.

In parallel, all country offices underwent a transition from informal, volunteer-led responses to professional paid teams, enabling more predictable service delivery, clearer accountability, and compliance with donor and safeguarding requirements. This shift was widely identified by staff as a key enabler of institutional credibility and sustainability.

C) Accompaniment as a form of Capacity Building

One of the strongest findings is that **ongoing accompaniment**—meeting by meeting, visit by visit—was experienced as a central Capacity Building mechanism. This accompaniment supported:

- Difficult institutional decisions (recruitment, office set-up, intervention models).
- Organisational confidence.
- Development of institutional judgement, beyond procedural compliance.

This form of Capacity Building is **slow, relational, and hard to quantify**, yet highly transformative.

⁷⁰ Full details are available in annexes

D) MHPSS and staff care as critical but delayed outcome

Training and support related to **mental health and self-care** repeatedly emerge as among the **most meaningful elements**, even when not central to initial programme design. The impact described is primarily:

- Cognitive and attitudinal (awareness of limits, both personal and towards beneficiaries).
- Professional (longer-term sustainability of work).
- Institutional (recognition of organisational responsibility for staff wellbeing).

This represents one of the **deepest changes**, though introduced late due to overwhelming emergency first months.

E) Relational strengthening and inter-office learning

Improved **relationships between country offices** appear as a valued, sometimes unintended, outcome:

- Country Offices learning from the know-how, technical expertise, and administrative back-up of more established teams.
- Normalisation of exchange.
- Stronger sense of belonging to a shared response.
- Inspiration from other realities and contexts.

This strengthened a **collective institutional capacity**, beyond individual offices.

1.5 Areas that could have been or could be strengthened further

The critical analysis identifies several **structural weaknesses** that do not negate achievements but constrain sustainability.

A) Timing: Capacity Building introduced too late

In most contexts, training and systematisation occurred **after teams were already exhausted**, limiting the preventive potential of Capacity Building and turning it into a corrective response. This evaluation recommends establishing more proactive and compulsory introduction of crucial training in emergencies ideally before, or during the first weeks of the emergency, even with strong workloads.

Such foundational trainings should focus on **core humanitarian competencies that protect both affected populations and staff**, including: basic humanitarian principles and ethics (including Do No Harm and impartiality); clear understanding of roles, mandates, and limits of action (“what we can and cannot do”); minimum standards for safeguarding and protection; essential mental health and psychosocial awareness for non-specialists; strategies for boundary-setting and emotional self-protection; and basic orientation on working under crisis conditions, uncertainty, and moral pressure. Introducing these elements early would not aim to professionalise teams prematurely, but to provide a shared ethical and operational baseline that reduces harm, prevents burnout, and supports more sustainable decision-making from the outset of the response.

B) Over-reliance on key individuals

Some of the capacity gains achieved remain highly dependent on specific individuals (directors, coordinators, and key technical profiles), making staff turnover a significant institutional risk. This vulnerability could be partially mitigated through the development of clear and accessible SOPs, combined with deliberate strategies for knowledge transfer, documentation, and internal handover, aimed at embedding institutional memory beyond individual roles.

C) Weak institutionalisation of processes

Persistent gaps exist in:

- SOPs.
- Monitoring and beneficiary feedback systems.
- Clear objectives, outcomes with relevant and SMART indicators to be able to track progress and measure changes attributed totally or partially to the intervention.
- Role clarity.
- Decision-making frameworks.
- Multiyear Strategies across countries and at the regional level.

D) Fundraising and financial sustainability

A consistent finding is the **absence of early investment in country-level fundraising capacity**. Initial funding abundance reduced incentives to build financial autonomy, increasing vulnerability later.

g) Institutional Coordination

Overarching Evaluation question: 8. To what extent did the coordination between JRS Europe, country offices, Xavier Network members and donors support (or limit) an effective and coherent response under The One Proposal? What were the main strengths and challenges of this coordination, both at the overall mandate level and in day-to-day implementation?

[Introduction](#)

Since the full-scale invasion of Ukraine in February 2022, coordination under The One Proposal has brought together an unusually broad constellation of actors within the Jesuit ecosystem.

- The implementation involved: JRS country offices in bordering countries with Ukraine and Ukraine itself, other Jesuit social centres and local partners where JRS was not present in the bordering country. In addition, although not included in the scope of this evaluation, JRS Europe launched the Integration Fund supporting country operations in Bosnia and Herzegovina, Portugal, Kosovo, Croatia, Serbia, North Macedonia, Ireland and Spain.
- Different governance levels: JRS Europe, JRS International Office, JRS USA, the Xavier Network (14 Jesuit organisations), European Jesuit provinces and the Curia in Rome.

- Broad variety of donors, primarily from the Xavier Network and other faith-based NGOs, complemented by contributions from individual donors.

Coordination operated across multiple governance levels, implementing partners at very different levels of humanitarian maturity, mandates (humanitarian, development, advocacy), actors with varying degrees of prior collaboration, different funding systems and institutional cultures. It required aligning provincial authority with European coordination, integrating humanitarian and pastoral actors, and presenting a unified funding narrative while respecting subsidiarity and national autonomy. Managing vertical authority (Curia–provinces–European offices), horizontal cooperation (between country offices) and external accountability (to donors) made coordination both essential and inherently complex. The effectiveness and limitations of The One Proposal must be understood within this structurally demanding, multi-actor governance environment.

Evaluation Indicator g.1: Key stakeholders at different levels of the Jesuit ecosystem (Jesuit members, JRS offices, Xavier Network) are able to describe how coordination contributed to or limited the **quality, coherence, and reach of the response**, and can identify concrete **lessons to improve future humanitarian readiness**.

I. Demonstrated coordination effectiveness and institutional value added

The following factors, identified by key stakeholders and supported by evidence gathered throughout this evaluation, explain why the coordination model under The One Proposal can be considered both substantively effective and institutionally transformative.

1. Rapid institutionalisation of coordination architecture: A central strength of the response was the speed with which informal solidarity was converted into structured coordination. Within weeks, regular weekly meetings, thematic working groups, defined reporting channels and coordinated national donation links were operational. This prevented the fragmentation that characterises many first-phase emergencies. Stakeholders repeatedly highlight that coordination was not left to organic alignment but was formalised early, creating rhythm, predictability and shared oversight, while simultaneously activating a decentralised yet unified fundraising system that respected territorial fundraising mandates. As described in the next section, this was mostly thanks to Xavier Network previous experience and effective protocols. Compared to previous crises described as having “no meeting” structures, this emergency saw the early establishment of a multi-level governance architecture. The result was not only information exchange but the creation of a collective operating framework that reduced duplication, parallel fundraising and internal political friction.

“The executive committee came together very fast, in less than 24 hours. All organizations from the Xavier Network stepped in the Ukraine emergency.” Xavier Network representative

“It was a very positive step to establish these groups at such an early stage, especially given the initial lack of experience and technical competencies of some implementing partners. By 18 March, all the working groups had already been clearly defined.” JRS Europe staff

2. Functional role clarity and complementarity across actors: Another significant strength was the gradual clarification of roles between JRS Europe, JRS International Office, USA and the Xavier Network. Rather than competing mandates, the system evolved into functional complementarity: JRS Europe coordinating, IO reinforcing with technical and fundraising expertise, JRS USA fundraising, and Xavier Network members activating national solidarity channels and technical expertise. This clarity reduced confusion that had characterised earlier emergencies. While overlaps existed, stakeholders broadly describe a system that moved away from rivalry toward coordinated differentiation. This role definition strengthened operational coherence and reduced the risk of institutional competition undermining delivery.

“The One Proposal for some factors has been a much more complex emergency, but it has been much more organised than the previous ones. I believe there has been a lot of clarity about who does what. We have deployed a much more unified response in very concrete terms” Xavier Network representative

3. Strengthened financial transparency and collective fundraising model: Financial coordination represents one of the most tangible improvements compared to previous emergencies. The centralisation of funds into a common account, the consolidation of donor information, and shared reporting tools significantly enhanced transparency and accountability.

At the same time, the fundraising architecture combined collective mobilisation with respect for institutional subsidiarity across the Jesuit ecosystem. The global appeal incorporated dedicated national donation links corresponding to the countries of the institutions involved in the response (e.g. Australia, Austria, Belgium, Canada, Germany, Spain, USA, Global - JRS International etc.). **This allowed each member to retain its own fundraising channel. This preserved established donor relationships, respected fiscal and tax realities in each jurisdiction, and reduced historical tensions around territorial fundraising rights**

At the same time, the existence of a single consolidated proposal reinforced a centralised funding narrative, strengthening donor confidence and projecting the image of a coordinated, large-scale and professionally managed response. Allocation could increasingly be framed around assessed needs rather than institutional visibility. In this way, financial governance became both a coordination mechanism and a credibility asset, enabling scale without eroding institutional balance.

“The One Proposal is the best example of the last few years on how we are learning to work better together. In the face of such a strong challenge (Ukraine invasion), we have been able to look for an open, transparent collaboration.” Xavier Network representative

4. Vertical and horizontal Institutional strengthening beyond emergency delivery: Coordination did not merely facilitate response; it purposely generated structural institutional growth. The creation of JRS Poland as a functioning organisation; the formalization of JRS Ukraine as a humanitarian actor beyond shelter

provision; the strategic consolidation of JRS Hungary; or the scaling up of JRS Romania are only some examples on how this emergency response left behind strengthened institutions, not only expended funds.⁷¹

A further outcome was the reinforcement of cross-country learning and relational cohesion across the network. **Leadership meetings and regular exchanges fostered a sense of belonging, peer recognition and mutual trust among country offices. Even when some coordination spaces were not strictly decision-oriented, they functioned as structured moments of sharing that reduced isolation, facilitated horizontal problem-solving and enabled informal technical support across contexts.** Country representatives began to contact one another directly to exchange practices and advice, demonstrating that coordination generated not only vertical alignment but also lateral cooperation. This relational infrastructure constitutes a significant institutional asset for future emergencies, as it strengthens trust-based collaboration beyond formal governance mechanisms.

“The leadership team meetings... fostered the sense of belonging among country offices representatives. They started to know one another... to trust one another. It became normal for colleagues to simply pick up the phone and call each other directly, this happened many times” JRS Europe staff

5. Narrative cohesion and collective identity consolidation: The “One Proposal” brand functioned as more than a communication tool; it became a unifying governance device. Specifically introduced for this emergency response, it was designed to bring previously dispersed Jesuit actors under a single coordinated framework and shared narrative. This reduced fragmentation and enabled internal and external alignment. The branding provided narrative cohesion across diverse contexts, strengthened fundraising positioning and reinforced Jesuit identity at European level. In a multi-country and multi-governance ecosystem, symbolic unity proved operationally powerful. It facilitated collective mobilisation without erasing subsidiarity.

6. Strong Beneficiary Participation as Evidence of Coherent Delivery: Rather than being treated as passive recipients, affected populations (displaced Ukrainians) are repeatedly described as proactive, involved and capable of shaping services according to evolving needs. This participatory dynamic is not incidental; it reflects a coordinated approach that ensured clarity of identity, accessibility of services and relational trust across countries.

II. Structural drivers that enabled success

This section identifies the underlying enablers that made the above achievements possible.

1. Activation of accumulated emergency protocols: The Xavier Network’s emergency protocol and accumulated institutional memory played a decisive role in preventing early chaos. Activation within 24 hours, structured decision sheets and clearly defined participation rules enabled immediate alignment. Crucially, the protocol is not static: it has been revised and strengthened after each emergency, incorporating lessons learned and progressively clarifying roles, procedures and cooperation mechanisms. The Ukraine crisis therefore benefited not only from the existence of a protocol, but from an improved and more mature version

⁷¹ See section “f) Capacity building - Multi country” for more details about how capacity building was achieved among implementing partners

shaped by previous experiences. Coordination was not improvised but activated through an evolving institutional framework, significantly reducing the risk of fragmentation in the critical first weeks. Importantly, this framework did not remain confined to Xavier Network members; it functioned as the operational backbone of the wider consortium, including JRS Europe, structuring the initiation and organisation of the collective response. Coordination was thus activated through a shared and evolving institutional mechanism, significantly reducing the risk of fragmentation in the critical first weeks.

“The emergency protocol is key during the first month to have the first steps clear. It avoids tensions misunderstandings, equivocal positioning, improvisation.” Xavier Network representative

2. The explicit involvement of the Curia, mostly through the Regional Assistant for Central and Eastern Europe and the Father General, provided legitimacy, conflict mediation capacity and political authority at critical stages of the response. At the outset of the crisis, the Father General designated one Jesuit focal point per country and clearly stated that the response would be centralised through JRS Europe, establishing early governance clarity and preventing competing coordination claims. Throughout the implementation phase, the Curia’s representative actively participated in coordination meetings, mediated tensions through direct interventions, reinforcing alignment where provincial hesitations or institutional ambiguities emerged. The case of Poland illustrates this dynamic particularly clearly: the formal intervention of the Father General helped resolve provincial tensions that might otherwise have stalled national structuring and directly facilitated the creation of JRS Poland as a national entity. In a faith-based governance system where authority is territorial and provincials hold significant autonomy, this combination of designation, mediation and visible endorsement proved decisive in unlocking alignment and enabling institutional consolidation under a single structure.

“After the emergency we saw in the provinces a good will, there was an energy, an enthusiasm to respond to the crisis, to support the refugees. But in the first weeks the answers were spontaneous, not coordinated. We asked the Father General for us [Curia] to be more involved in the coordinated global response.” Curia representative

3. Embedded Jesuit presence and trust infrastructure: Pre-existing Jesuit communities, physical infrastructure and moral credibility functioned as immediate operational assets in the emergency response. Church buildings were rapidly converted into accommodation centres, and long-standing territorial presence provided instant legitimacy with local authorities, civil society and affected communities. This embeddedness enabled rapid access to facilities and populations without the delays typically associated with humanitarian entry negotiations. The strong trust capital associated with Jesuit identity facilitated immediate volunteer mobilisation and community engagement, while reducing suspicion or bureaucratic resistance. Coordination therefore did not begin from zero; it was anchored in a dense, territorially rooted network that already possessed social credibility, relational capital and logistical infrastructure.

“Before any structure was created, we already had a community of 6,000 people. They wanted to collaborate and choose us because they trusted us. They knew we could support refugees”. Jesuit informant

4. Leadership style and relational prudence: Several stakeholders emphasise the importance of patient, non-confrontational leadership from JRS Europe. Rather than imposing authority, coordination advanced through relational persuasion. This leadership style preserved provincial autonomy while maintaining direction. It avoided escalation of governance tensions during a politically sensitive European crisis.

At the same time, the existence of a single coordination hub in Brussels proved essential. **Having one recognised interlocutor with technical and political capacity reduced fragmentation, simplified communication channels and offered a clear reference point for country offices and external partners.** Even where initial difficulties were acknowledged, the consolidation of Brussels as a central node ultimately strengthened coherence and prevented parallel or competing coordination lines.

“JRS Europe leadership has been very patient, not confrontational. And this was very important in an intervention with so many actors at different levels (organization, donors, partners, provinces). Most of them without previous joint experience. With a different approach I think we could fail for one or two provinces.” Jesuit informant

5. Early solidarity fundraising momentum. The first weeks saw unprecedented mobilisation. This liquidity created operational space and urgency for structured coordination. The scale of early solidarity reinforced the necessity of collective governance mechanisms and prevented ad hoc fragmentation of resources.

6. Relational Trust as Coordination Capital. Across interviews, stakeholders consistently emphasise the unusually high levels of openness, generosity and mutual confidence that characterised the response among partners. This relational capital significantly reduced defensive institutional behaviour and minimised competition over visibility, funding or control. It enabled candid conversations about weaknesses, sustainability limits and operational dilemmas without immediate escalation. **Coordination succeeded not only because formal structures were in place, but because actors demonstrated a genuine willingness to place collective mission above organisational positioning.** In several accounts, this climate of trust is described as the decisive condition that allowed collaboration to function under pressure. The coherence achieved cannot be explained solely by governance architecture; it was underpinned by relational maturity and a shared sense of responsibility.

7. A decisive enabling factor was the **early joint needs assessment conducted in March 2022 by Xavier Network and JRS.** This initial assessment did not only identify operational priorities; it generated a common analytical reading of the crisis. Out of this process emerged the “four verbs”⁷² framework, which provided a

⁷² Pope Francis articulated these verbs — to welcome, to protect, to promote and to integrate — as a way to structure a shared response to forced displacement, emphasising a comprehensive approach that encompasses immediate hospitality, protection of dignity and rights, support for personal development, and social inclusion.

shared narrative and conceptual structure for the response. This early convergence around common language ensured that countries with very different institutional capacities operated within a unified strategic orientation from the outset. The framework strengthened reporting coherence, reduced fragmentation between emerging and more mature offices, and fostered psychological ownership at field level.

Importantly, this first engagement was intentionally relational rather than compliance-driven. The assessment prioritised listening, contextual understanding and trust-building before moving into technical structuring. By avoiding an inspection-oriented posture, the process reinforced legitimacy and partnership. This early combination of shared analysis and relational grounding created the foundation for subsequent professionalisation, alignment and institutional strengthening across the network.

III. Structural limitations and areas for improvement

1. Governance formalisation and decision authority. Although coordination under The One Proposal was widely perceived as effective, ultimate decision-making authority remained with the Jesuit provinces and national structures. JRS Europe carried responsibility for coordination, professionalisation and overall coherence, but it did not hold formal authority over country offices. It could encourage, recommend and provide technical guidance, yet it could not impose decisions. This structural asymmetry created tension between coordination responsibility and actual power to enforce standards.

A key limitation concerned the restricted influence of JRS Europe over country-level HR decisions. Although coordination and technical guidance were provided, recruitment profiles and staffing choices ultimately remained under national authority. This limited the enforcement of minimum standards and contributed to uneven professional capacity across contexts.

Differences in strategic ambition between country offices further revealed governance constraints. In some cases, a reactive posture and limited proactive fundraising reduced long-term consolidation potential.

Finally, the close relational nature of the model reduced the distance necessary for firm oversight. When coordination actors are simultaneously partners and peers, accountability enforcement becomes more difficult. A clearer emergency governance framework, with defined authority, role separation and enforcement mechanisms, would strengthen predictability and standard compliance in future crises.

2. Uneven institutional preparedness across countries. The response revealed significant differences in baseline capacity between country offices. Where structures were newly created or rapidly expanded, gaps emerged in onboarding, compliance systems, reporting capacity and humanitarian programme management. This uneven readiness increased reliance on JRS Europe or Xavier Network accompaniment and created variability in implementation quality. While the model proved adaptable, resilience was not equally distributed across contexts.

At the same time, capacity gaps were not limited to country level. Within JRS Europe, the hiring of dedicated professional coordination and finance staff specific for the One Proposal occurred later than ideal. The delayed recruitment of key roles reduced early management bandwidth, overstretched existing leadership and increased exposure to operational and compliance risks during the most intensive phase of scaling.

Earlier investment in coordination capacity would likely have strengthened oversight and reduced pressure across the system.

Some stakeholders also noted that vertical communication between levels (Regional to Country) could be strengthened. While transparency mechanisms were in place, certain expectations or systems introduced at European level were not always immediately accessible or intuitive for all country teams (e.g. use of “Microsoft teams”, terminology), particularly those with less prior exposure to specific administrative tools or procedures. This suggests that implementation support may require more tailored guidance in future scale-ups.

3. Weak enforcement of minimum technical standards in some projects. In practice, significant disparities emerged between country offices in technical preparedness and implementation standards. Some contexts lacked prior experience in cash-based programming, structured shelter management, vulnerability assessment methodologies or logical framework design, to put some examples.

Oversight mechanisms existed, but they were not always sufficiently independent or empowered to enforce minimum technical standards in a consistent manner. This uneven application of humanitarian tools and compliance systems limited quality assurance and generated operational and reputational risks in a complex, multi-country response. A more formalised technical baseline, combined with stronger quality control mechanisms, would reduce variability and strengthen collective credibility in future emergencies.

4. Some challenges in partner alignment were observed within the framework of the partnership. According to key informants, the local partner organisation in Moldova appears to have interpreted programme priorities somewhat differently from the original intention to focus predominantly on support to Ukrainian refugees. As a result, certain activities were implemented with partial alignment to the agreed strategic focus, which contributed to some confusion and stakeholder concerns. This experience underscored the importance of further strengthening due diligence and mutual clarification processes prior to formalising partnerships, particularly with regard to mandate complementarity, targeting approaches for vulnerable populations, and confirmation of shared operational expectations and commitments.

5. Funding structures targeted explicitly people displaced by the conflict in Ukraine. This generated some ethical tensions across country offices which were already serving refugees displaced by other conflicts prior to the Ukrainian crisis. In some contexts, offices added, in practice, a proportion of assistance to other profiles based on vulnerability, but this was underreported. These adaptations reflected attempts by field teams to reconcile donor compliance with humanitarian principles. The issue highlights a structural tension between crisis-specific funding logic and vulnerability-based humanitarian practice, underscoring the need for greater flexibility in future emergency frameworks, for example allowing a small proportion of assistance to reach vulnerable populations regardless of conflict of origin, particularly where organisations are already serving them.

6. Monitoring and results orientation gaps. Reporting systems often prioritised activity tracking over outcome measurement and collective learning. While financial transparency was strong, the model lacked a sufficiently robust monitoring and evaluation backbone to consolidate evidence of change, assess impact comparatively across countries and feed structured lessons into institutional strategy. This constrained the

full capitalisation of the response as an organisational learning opportunity.

7. Rapid expansion in several contexts was followed by contraction pressures, staffing volatility and financial uncertainty, while other contexts demonstrated cautious ambition and limited fundraising culture. Early guidance on scaling thresholds, scenario planning and exit strategies was not systematically embedded, resulting in divergent growth trajectories and uneven sustainability prospects. In at least one office, in the initial phase, evolving funding streams and changing budget envelopes — combined with rapidly shifting beneficiary needs — also created planning uncertainty. In parallel, risks of fragmentation within the Jesuit ecosystem persisted.

8. Some provinces and Jesuit actors launched parallel fundraising initiatives or channelled resources outside the One Proposal framework. Although the majority of funding was coordinated centrally, these decentralised actions revealed governance tensions and partial bypassing of agreed mechanisms.

9. Limited awareness of the Xavier Network: awareness of the Xavier Network and its emergency coordination system was not consistently widespread among Jesuit provinces. In several cases, provinces were not familiar with the existing coordination architecture. Strengthening institutional awareness of the Xavier Network model, so that all provinces clearly understand the available emergency mechanisms before a crisis occurs, would enhance future alignment, reduce parallel initiatives and facilitate faster, more coherent mobilisation.

VI. Conclusions and main takeaways

a) JRS Ukraine- Ukraine

Welcome

- **JRS Ukraine's Welcome response was defined by moral clarity, immediacy, and human presence in the absence of formal systems.** The early response emerged before JRS Ukraine was institutionally structured, relying instead on pre-existing Jesuit shelter infrastructure, ethical conviction, and improvisation. The Lviv and Briukhovychi shelters functioned as stabilising anchors during the most chaotic phase of displacement, offering rest, safety, and orientation when uncertainty was total. Between 2022 and 2024, thousands of internally displaced persons received shelter, food, transport, hygiene items, and basic guidance, with scale and reach increasing as organisational capacity grew.

- **Between 2022 and 2024, Welcome-related assistance reached 673 people in 2022, 4,021 people in 2023, and 4,538 people in 2024,** reflecting both sustained humanitarian need and growing operational capacity.

- **Short-term accommodation played a critical protective and emotional stabilisation role.** The absence of rigid time limits during the first phase reduced anxiety and allowed displaced persons to recover physically and emotionally before making onward decisions. As displacement became protracted, the gradual introduction of time-bound stays reflected necessary adaptation, balancing dignity with capacity constraints.

Beneficiaries consistently describe shelters as calm, respectful, and humanising environments, in sharp contrast with overcrowded or insecure alternatives.

- **Orientation and early assistance were effective despite highly informal referral pathways.** The majority of beneficiaries accessed JRS through volunteers, acquaintances, faith networks, or local authorities rather than structured outreach, yet 88% reported that JRS helped them understand where and how to access services. Coordination with local authorities compensated for limited formal visibility systems and positioned JRS as a trusted intermediary during moments of acute vulnerability.
- **The defining feature of the *Welcome* response was its relational, dignity-based approach.** Across surveys, focus groups, and narratives, dignity was experienced not merely as respectful treatment, but as being listened to, accompanied, and given time without pressure. 84% of respondents reported feeling respected and treated with dignity through their interaction with JRS staff and volunteers. Emotional reassurance emerged as equally important as material assistance, indicating that *Welcome* outcomes were achieved through presence and human connection as much as through service delivery.
- **Key factors for success:** included pre-existing shelter infrastructure, strong Jesuit networks, moral leadership enabling action without guarantees, holistic service delivery at arrival, and a consistent human-centred approach. **Areas to strengthen** concern earlier articulation of transition pathways, stronger cross-border referrals for onward movement, earlier investment in humanitarian systems and staff care, and clearer communication on the temporary nature of accommodation once immediate safety was secured. **Sustainability** requires recognising *Welcome* as inherently time-bound, ensuring that emotional grounding and orientation achieved at arrival are systematically linked to protection, promotion, and integration pathways, while safeguarding staff well-being in a context of prolonged crisis.

Protection

- **Protection interventions under JRS Ukraine contributed meaningfully to restoring safety, dignity, and emotional stability in a context where internal displacement does not eliminate exposure to violence.** Two shelters (Lviv and Briukhovychi), with a combined capacity of 50–60 beds, became stabilising reference points. Housing support functioned as a critical protective buffer. Among shelter residents, 96% reported feeling physically safe (83% definitely; 13% partly), and 87% reported feeling welcomed and respected by staff (n=20). However, only 8% of residents planned to leave the shelter within six months, while 92% expressed uncertainty or intent to remain, highlighting severe structural constraints to autonomous living. According to JRS every 3 months they talk with residents to identify whether they are capable of leaving the shelter, but they define the shelter work as a long-term project. As a result, almost none of them moved abroad. Around 50 people who lived in the shelters out of a total of 140 remained in Ukraine and began autonomous lives thanks to JRS.
- **Basic needs assistance had clear protective effects but remained insufficient to address structural deprivation.** 73% of beneficiaries reported that JRS support substantially covered their basic needs, with stronger effects among shelter residents (87%) and voucher recipients (83%). Despite this, only 38% felt their basic needs were currently met overall, underscoring persistent gaps related to rent, utilities, medical costs, and income insecurity. More than half of respondents (56%) expressed a preference for different assistance modalities, most frequently cash-based support (68% of those requesting change).

- **Psychosocial support emerged as one of the strongest *Protection* outcomes.** Quantitative data show a reduction in extreme distress among beneficiaries: the share of respondents with very low mental well-being scores (≤ 5) declined to 17% in 2025, compared to 23% among the 2024 non-frequent beneficiary reference group. Overall, 86% of respondents reported emotional relief linked to JRS support, rising to 96% among those receiving psychosocial support and 95% among shelter residents. Among beneficiaries engaged regularly for four months or more, 93% reported improved emotional stability, compared to only 40% among one-off participants, confirming a strong time–response relationship.
- **For children, psychosocial support, particularly art-based and school-linked activities, was consistently described as transformative.** Although scale remains modest, families of children with disabilities reported observable improvements in communication and behaviour. For adults, psychosocial support primarily prevented further deterioration rather than producing full recovery, aligning with trauma-informed practice in a protracted war context.
- **Legal and administrative support also demonstrated strong outcomes.** 85% of beneficiaries receiving legal assistance reported that their problem was fully or partially resolved, 83% received support in a language they understood, and 81% reported reduced stress and procedural burden. At the same time, structural barriers persist for IDPs from occupied territories accessing compensation support for losing their homes and for persons with disabilities or chronic illnesses.
- **Key success factors** include trust-based coordination with local authorities, integrated shelter-centred protection models, dignified relational care, flexible voucher modalities, and sustained psychosocial accompaniment. **Areas to strengthen** include more proactive livelihood pathways, systematic vulnerability assessment, structured post-shelter follow-up, expanded adult MHPSS modalities, and stronger linkages between protection and income generation. **Sustainability** remains constrained by income insecurity, high rental costs, disability, and prolonged uncertainty, requiring differentiated protection models rather than one-size-fits-all autonomy expectations.

Promotion

- ***Promotion* activities evolved from emergency educational continuity toward an integrated education–psychosocial model as displacement became protracted.** The strongest outcomes consistently occurred where children and families received multi-component support. Quantitative disaggregation shows that among children receiving more than one type of support, agreement levels reached 88–100% across key indicators of confidence, engagement, and social integration.
- **Educational continuity and school integration were significantly strengthened.** 78% of caregivers reported improved social integration at school, 76% increased engagement in learning, and 88% improved confidence or reduced anxiety among children receiving JRS support. Emotional regulation repeatedly emerged as a prerequisite for learning, explaining why outcomes were strongest when education and psychosocial support were combined.
- **Language support was a decisive driver of functional integration.** Among caregivers whose children attended English classes, 88% reported improved language skills and increased confidence. Ukrainian conversation clubs produced similarly strong outcomes, with 100% of caregivers reporting increased confidence in communication and 86% reporting improved integration into school or community.

life. For adults, 100% of participants in the general JRS programme reported increased confidence using Ukrainian in daily life, highlighting language as a dignity- and autonomy-enabling factor.

- **Caritas-funded *Promotion* activities significantly reinforced scale and coherence.** Within the Caritas project, 81% of caregivers reported improved social integration, 83% increased interest in learning, and 89% improved confidence among children. Emotional support outcomes were particularly strong: 89% of caregivers reported that their child felt emotionally supported, rising to 100% among children receiving multi-component support. Among adult caregivers, 84% reported improved emotional stability and 67% reduced anxiety, indicating meaningful protective effects under ongoing war stress.

- **Key success factors** include holistic delivery, integration of education and psychosocial support, context-sensitive school engagement, non-formal language pedagogy, and trusted staff. **Areas to strengthen** include funding continuity, clearer learning objectives and progression tracking, improved group composition, proactive vulnerability identification, expanded adolescent support, caregiver sensitisation around Ukrainian language learning, and stronger pathways linking skills development to future livelihoods. **Sustainability** depends on predictable multi-year funding, institutional embedding through schools, and recognition that emotional safety and social connection are central to educational outcomes.

Integration

- **Integration outcomes show meaningful progress at the relational and perceptual level, particularly among frequent beneficiaries, while structural integration remains constrained.** 84% of respondents reported having developed meaningful relationships through JRS, primarily with other IDPs. 41% reported meaningful relationships with local residents, reflecting partial but realistic social bridging in a context of housing instability and economic stress.

- **Perceived integration improved markedly among frequent beneficiaries.** In 2025, 43% of respondents reported being “integrated” or “very integrated”, compared to 22% among the 2024 non-frequent beneficiary group, while non-integration outcomes declined sharply from 26% to 9%. In parallel, 88% reported that JRS helped them feel more integrated (37% definitely; 51% somewhat). Qualitative evidence clarifies that integration is experienced primarily as emotional safety, respect, and social acceptance rather than full economic or civic inclusion.

- **Language remains both a facilitator and a source of tension.** While Ukrainian language acquisition is essential for education and public life, qualitative data highlight the stigma experienced by Russian-speaking Ukrainians. Psychosocial spaces allowing emotional expression in mother tongues contributed to trust, participation, and reconciliation without undermining integration goals.

- **Key success factors** include inclusive school-based models, psychosocial activities as integration tools, trusted relational spaces, and sustained accompaniment. **Areas to improve** include defining and measuring integration more clearly, expanding bridging activities with host communities, addressing the invisibility of working-age men, and adopting explicit language-sensitive approaches in psychosocial and community settings. **Sustainability** depends on institutional embedding through schools and continued integration-oriented *Promotion* actions as uncertainty about return persists.

b) Family Help Center (FHC) - Slovakia

Welcome

- **Rapid protection-oriented start despite no JRS structure:** The Slovak Jesuit Province launched the initial response directly, opening Jesuit houses and retreat centres for short-/medium-term shelter and meeting urgent needs (shelter, food, hygiene), including 86 people supported with food/hygiene items in the first weeks.
- **Trust was deliberately used as a protection tool at first contact:** In early border dynamics marked by fear and exploitation risks, the response prioritised recognisable signals of safety (religious identity) to help people decide “who to trust,” strengthening perceived protection and calm in the first encounter.
- **The model evolved from improvisation to a structured pathway:** Emergency accommodation proved time-limited and not sustainable, triggering a transition from ad hoc hosting to a more organised approach anchored in the Family Help Center (FHC) as the operational platform.
- **FHC through its already existing *Eco-social Wardrobe* functioned as an easy-to-access first entry point;** staff/volunteers provided practical guidance, including ~1,200 information leaflets (2022), and people increasingly navigated support through repeated contact rather than a single intervention.
- **Informal communication was key.** FHC was well connected with authorities but people mainly learned about FHC through acquaintances (50%) and Telegram (40%), Facebook (22%).
- **Orientation and coping outcomes were strong: 90% reported the support helped them feel more oriented and able to cope in the first weeks/months,** while 10% (n=2) reported partial help with some missing information—especially around housing and Slovak language.
- **Dignity and Welcome are a standout achievement:** 93% felt respected and treated with dignity by FHC staff/volunteers, and 90% reported FHC helped them feel welcomed. Beneficiaries link this mainly to the relational approach (kindness, patience, professionalism, moral support), not to any single service.
- **A clear trajectory from dependence to autonomy emerges:** Qualitative evidence repeatedly shows movement from “not knowing anything” to navigating services independently (paperwork, healthcare, information-sharing), indicating the *Welcome* support contributed to coping capacity beyond immediate relief.
- **What to strengthen (priority gaps):** Earlier and clearer information on housing alternatives; earlier language support; and stronger preparedness for staff/volunteers in counselling/PFA to manage high distress safely.
- **Sustainability logic is present but with risks:** The wardrobe’s reuse/donation model enabled fast scaling and community participation but depends on continued inflow of donations; sustainability is stronger because emergency practices were absorbed into an existing local structure (FHC); the overall design shows a purposeful shift from emergency relief toward autonomy.

Protection

- **Basic needs coverage was extremely high:** 98% reported that items from the *Eco-social Wardrobe* covered their most basic needs (56% strongly agree; 42% agree). **The wardrobe primarily met core material needs:** 93% received clothing, 49% shoes, 49% hygiene products, and 21% household items. Reported gaps were limited and specific (e.g., kitchenware, medicines, dishes, winter clothing in larger sizes).
- **Support was perceived as sufficient, responsive and of quality:** 91% considered the quantity of items sufficient, and 91% felt support was adapted as their situation changed. 79% rated item condition as good/very good, and 21% as acceptable (positively given the second-hand model.)
- **Service delivery was consistently rated as clear and dignified:** 91% described the process as clear and well organised. 100% felt accepted/supported by staff and volunteers, and 100% felt treated with respect and dignity.
- **Protective effects extended beyond material aid:** 72% reported meeting new people through the wardrobe and 42% reported feeling less lonely/isolated. The wardrobe also functioned as an entry point to other supports: 56% learned about other services through it, and 60% felt more comfortable seeking help from FHC after visiting.
- **Perceived emotional support from FHC was very strong:** 91% reported feeling emotionally better after engaging with FHC (39% clear improvement). **Mental well-being improved** when comparing 2025 beneficiaries with the 2024 non-beneficiary reference group: very low well-being dropped from 17% to 8%; very low + low combined dropped from 45% to 33% (–12 points); high well-being increased from 22% to 31%; average score increased from 13.2 to 15.14 (out of 25).
- **Gendered vulnerability persisted** (consistent with 2024): in 2025, low well-being was 34% for women vs 29% for men, and very low well-being 9% for women vs 4% for men. The gender gap likely reflects intersecting drivers —care responsibilities, economic constraints, family separation and protection-related stressors—while also potentially influenced by different reporting patterns; these factors were already present in 2024 and appear to persist in 2025.
- **Legal/administrative support showed near-universal perceived effectiveness and quality:** 98% said the support made administrative processes easier, and said steps/procedures were clearly explained. 89% said support was sufficient to resolve their issue. Quality standards were consistently reported: 98% said support was provided in a language they understand, 98% said it was timely, and 98% found it clear and easy to understand. Follow-up was reported by 75% (plus 11% partially).
- **Legal/administrative support built autonomy, not only case-by-case solutions:** 97% reported feeling more confident solving administrative issues after engaging with FHC. Diploma recognition and similar processes were described as restoring dignity and self-worth—beyond employment outcomes. Some beneficiaries noted that despite clear guidance and protection, structural barriers—such as age restrictions or other factors for finding a job or housing shortages—could not always be overcome.
- **A dignity-first, easy to access model** combining respectful treatment with **practical protection mechanisms** (clear rules, symbolic pricing, and step-by-step legal/admin navigation) enabled both high coverage of basic needs (98%) and high effectiveness of legal/admin support (98%).

- **Main gap / risk: Access depends largely on self-referral and physical attendance**, so people who are more isolated (e.g., older people, people with low mobility, low information access, or high psychosocial distress) may remain unreached; in parallel, **heavy reliance on a few key individuals** (especially for legal/admin support) increases operational vulnerability if they are absent.
- Sustainability is strongest where support **builds autonomy and transferable capacity** (97% feel more confident solving admin issues), but it requires **institutionalising know-how** (SOPs/backup capacity) and **stabilising delivery resources** (volunteer continuity, space constraints, and fluctuating donations).

Promotion

- **Academic performance gains were widely reported and sustained**: 98% of parents observed improved school performance, with nearly half reporting significant improvement among children supported longer-term. Parents and teachers consistently link progress to improved understanding of instructions and reduced language barriers rather than subject difficulty.
- **Children's school engagement improved strongly and consistently after FHC support**: 90% of parents reported increased children confidence at school, (93% children with longer support). Emotional well-being at school improved for 78%, and active engagement in school life for 80%.
- **Language acquisition shows a clear upward shift** compared to 2024: Children with no Slovak skills dropped from 20% in 2024 to 0% in 2025; basic-level proficiency decreased from 30% to 15%, while advanced or fluent Slovak increased from 15% to 53%. Parents directly attribute these gains to FHC support, particularly Learning Help Assistance and language courses.
- **Adult and youth language support translated into daily-life confidence and autonomy**: 96% reported increased confidence using Slovak in everyday situations, reaching 100% among those attending for at least four months. Language learning enabled communication with schools, doctors, employers, and institutions, reducing stress and reliance on others.
- **Social connection and reduced isolation emerged as key secondary outcomes**: 92% reported that language courses helped them meet other people, with nearly half maintaining ongoing contact with classmates. Language learning functioned as a gateway to participation, protection, and social confidence, not merely a technical skill.
- **Future-oriented capacity improved, but structural constraints remain**: 61% reported that FHC contributed to their personal or professional development, yet only 53% felt they had sufficient income to live independently. *Promotion* outcomes primarily strengthen skills, confidence, and agency, while economic independence remains constrained by labour market and contextual factors.
- **Key factor for success. Relational, confidence-first approach**: One-to-one tutoring, trusted volunteer relationships, and practical, speaking-focused language courses created safe spaces where children and adults could ask questions without fear, build confidence, and gradually translate learning into real-life autonomy.
- **Key gap to address. Limited linkage to employment and mixed social integration**: Despite strong language and confidence gains, beneficiaries report insufficient job-oriented guidance and limited

opportunities for structured interaction with Slovak peers—especially for children—beyond FHC-supported spaces.

- **High impact but relationally fragile model:** Learning Help Assistance and language courses depend heavily on volunteer continuity. When sessions stop, parents observe rapid loss of confidence. Sustaining impact requires investment in volunteer retention, training, coordination, and clearer progression pathways to reduce dependence on individual tutors.

Integration

- **FHC contributes meaningfully to social connection, but outcomes remain uneven:** 66% of beneficiaries report having developed meaningful relationships through FHC. However, only 42% report relationships with Slovak people, while 34% report no meaningful relationships or are unsure.
- **Integration outcomes are stronger in bonding than in bridging social capital:** FHC is highly effective in fostering relationships among Ukrainians and with Slovak staff and volunteers, but integration with Slovak community members outside FHC remains limited. Language barriers, age differences, work schedules, and lack of informal invitations constrain deeper social ties.
- **Participation in social and cultural spaces increased substantially thanks to FHC:** 79% report that FHC enabled participation in community activities, and 76% feel more confident engaging in social or recreational spaces. FHC functions as an accessible gateway to participation through structured, affordable, and welcoming activities.
- **Sense of belonging has increased steadily over time:** The proportion of beneficiaries feeling integrated or very integrated rose from 15% in 2023 to 38% in 2025, while those feeling non-integrated dropped to 10%. 96% explicitly attribute this improvement to FHC support.
- **Integration is understood as stability and orientation, not full assimilation:** Beneficiaries associate feeling integrated with not being alone, knowing where to go for help, communicating independently, and managing daily life, rather than full cultural assimilation.
- **Uncertainty about return reinforces the importance of local integration:** Only 12% plan to return permanently to Ukraine, while 65% remain uncertain. This prolonged uncertainty increases the relevance of integration support focused on stability, guidance, and social inclusion.
- Overall satisfaction with FHC is very high: 80% rated the Center between 9 and 10. Qualitative descriptors consistently highlight family, trust, care, warmth, and dignity as defining features of the integration experience.
- **Key factors for success:** Social, low-barrier spaces that encourage staying and connecting: Cultural events, group activities, and the informal environment position FHC as a social hub rather than a service point, lowering barriers to participation and enabling relationships to form organically.
- **Key gap to address:** Limited structured opportunities for meaningful interaction with Slovak peers: Integration activities remain largely Ukrainian-focused. More intentional mixed activities—especially for children and families—and partnerships with local schools, associations, and municipalities are needed to strengthen bridging social ties.

- **Sustainability consideration:** FHC as a transitional but not sufficient integration space: The Center effectively builds confidence, participation, and a sense of belonging, but long-term sustainability of integration outcomes depends on stronger external linkages. Maintaining the informal, welcoming model while expanding partnerships is key to extending impact beyond FHC.

c) JRS Hungary - Hungary

Welcome

- **A rapid, organised early response was enabled by pre-existing structures and Jesuit mobilisation.** The presence of an established JRS Hungary structure, combined with Jesuit infrastructure (houses, retreat centres) and the Curia's early push for coordinated provincial action, allowed a fast transition from spontaneous solidarity to a multi-channel response (refugee centre, Mobile Team, Call Centre, transit support). This combination created operational readiness (spaces, staffing frameworks) and social readiness (trusted networks, volunteers) at a time when arrival pathways were largely informal and chaotic.
- **Orientation outcomes were strong despite beneficiaries rarely reaching JRS as “first contact”.** 86% of respondents reported that JRS helped them understand where to find the most needed services after arrival. This aligns with qualitative evidence describing early displacement as “chaos” and “not knowing where to go,” with JRS becoming a stabilising reference point once reached—often after other providers could not respond adequately. The finding is reinforced by the strong reliance on informal referral: 52% learned about JRS through acquaintances, 20% through other NGOs, and 18% through non-JRS volunteers/staff, while only 10% cited social media.
- **Emotional settlement was achieved primarily through relational presence, not clinical support.** 71% of respondents stated that JRS helped them feel oriented and able to cope during the first weeks/months. Qualitative evidence consistently frames “settling” as being listened to, accompanied, and treated with respect—often described as a turning point. This suggests the *Welcome* package functioned as layered support: practical orientation + material bridging + human connection.
- **Short-term shelter was a critical stabilising bridge during the first wave.** JRS provided short-term shelter to 159 individuals (Feb–Jun 2022), preventing homelessness during the highest-pressure window. Beneficiaries describe shelter not as comfort, but as immediate protection and a bridge to longer-term solutions, often combined with tenancy support and accompaniment. **However, later demand sometimes outpaced capacity**, indicating that the shelter function was strongest early and less consistently available later.
- **Dignity is a defining achievement and a core mechanism of impact.** 94% felt respected and treated with dignity by staff/volunteers, and 90% reported JRS helped them feel welcomed. Qualitative evidence shows this dignity experience persists even when material help is limited (“Even when they can’t help.”), suggesting the relational model is not a “soft add-on” but a protection and coping mechanism in itself.
- **Priority gaps to strengthen:** faster systematisation of monitoring and vulnerability-informed prioritisation during the early emergency phase; staff PFA/trauma-informed practice and boundary-setting to prevent burnout and reduce risk of inadvertent harm; clearer minimum monitoring for service reach and outcomes (gender/age/vulnerability disaggregation; baseline checkpoints where feasible).

- **Sustainability logic:** *Welcome* outcomes were strongest where early contact translated into pathways (housing stability, school enrolment, administrative autonomy). While volunteer engagement was critical in the initial phase, declining willingness to volunteer represents a potential constraint should displacement rise again.

Protection

- **Housing assistance produced near-universal perceived safety even when only partially covering costs.** 100% of housing support recipients reported that JRS housing support helped them feel physically safe and personally protected. This strong result is notable because the assistance was often complementary rather than fully covering rent. The implication is that protection impact came from stabilising critical gaps at decisive moments (illness, job loss, caregiving burdens, end of hosting), not from full financial substitution.
- **Perceived protection extends beyond services to the quality of accompaniment.** 85% of respondents reported that JRS helped them feel safer overall. Qualitative evidence consistently links safety to predictable support, respectful communication, responsiveness, and accompaniment to services—suggesting that relational continuity amplifies the protective value of material assistance.
- **Cash Voucher Assistance effects were substantial but strongly conditioned by continuity and duration.** Among voucher recipients, reported sufficiency was mixed (11% covered almost everything; 56% helped but required covering the rest; 33% only helped a little). Yet the duration pattern is consistent and programmatically decisive: recipients supported for 6+ months reported higher sufficiency and stronger timeliness (95% on time vs 83% for 1–3 months; 85% for one-time). Avoidance of harmful coping strategies also increased sharply with longer support: among +6-months recipients, 63% avoided debt, 37% avoided skipping meals, and 42% avoided reducing hygiene purchases; among one-time recipients, these dropped to 36%, 23%, and 21% respectively. The evidence supports a clear evaluative conclusion: continuous, predictable support delivers a stronger protective effect than sporadic or one-off assistance.
- **The voucher modality preserved dignity and autonomy while maintaining operational simplicity.** 96% found vouchers easy to use, and 75% preferred vouchers over other forms of aid. At the same time, 49% expressed a preference for cash assistance—indicating unmet needs beyond food/hygiene (rent, transport, medication) and aligning with qualitative evidence on complex household expenditure pressures.
- **Emotional stabilisation outcomes show meaningful reduction of extreme distress.** Very low well-being among 2025 respondents dropped to 16%, compared to 34% among the 2024 non-beneficiary group; average well-being score was higher among beneficiaries (13) than 2024 non-beneficiaries (11). 85% reported feeling emotionally better/more supported due to JRS support. Among participants in psychosocial/emotional well-being activities, 90% reported improvement (47% definitely; 43% to some extent). The dominant pattern is a shift from very low to moderate well-being, consistent with a non-clinical, psychosocial activity and trust-based MHPSS approach of JRS.
- **Specialised support for children with disabilities filled a major structural gap.** The SEN programme (initiated late 2023, expanded 2024) responded to systemic shortages and language barriers in national services, enabling access for children who would otherwise be excluded. The protective logic: continuity of specialised sessions + Ukrainian-speaking capacity + structured developmental work produced measurable progress, even while alternatives remained inaccessible.

- **Legal/medical/administrative accompaniment functioned as a bridge through institutional barriers and exclusion.** 89% said JRS made administrative/legal processes easier; 78% felt more confident managing matters independently. 100% reported support was on time and clear/easy to understand; 89% received support in a language they understood. Qualitative evidence adds a crucial mechanism: accompaniment to pharmacies/clinics/offices enabled practical access to rights (e.g., subsidised medicines) that beneficiaries could not secure alone due to language and institutional friction.
- **Priority gaps to strengthen:** faster transition from “emergency coverage for many” to “stabilisation packages for fewer” based on vulnerability and continuity planning; minimal baseline and follow-up tracking (vulnerability screen + checkpoints + outcome monitoring on housing stability, coping strategies, administrative resolution); staff wellbeing systems (supervision, boundaries, secondary-trauma prevention).
- **Sustainability logic:** protection gains were real but structurally constrained—risk of “stability → support ends → renewed precarity” remains, especially for single-income households, disability/chronic illness, and high rent-to-wage contexts. Sustainability depends on pathways (housing solutions beyond subsidies, access to entitlements/healthcare, language/employment linkages, and sustained low-threshold psychosocial/community supports).

Promotion

- **Educational engagement outcomes for children are strong and consistent, with a modest added benefit from longer support.** 90% of caregivers reported improvements in at least one engagement dimension. Specific results show high perceived impact: confidence at school 80%, involvement in school life 75%, emotional well-being at school 85%, and more positive perception of school 85%. Among those receiving support for more than 6 months, agreement rates rose by a small but consistent margin (between +1 and +6 percentage points across categories), suggesting duration matters.
- **Families and teachers describe adaptation as confidence, regulation, and belonging—enabled through accompaniment and basic communication capacity.** Qualitative evidence explains how the quantitative gains materialised: children entered a system described as unprepared for non-Hungarian-speaking students, and JRS support provided a stabilising layer during early school adaptation, strengthening classroom participation, emotional readiness, and school belonging. This confirms that the education package supported the prerequisites of continuity, not only academic behaviours.
- **Children’s Hungarian language proficiency improved substantially among class participants, but overall proficiency remains a binding constraint for many.** Among families whose children attended JRS Hungarian classes, 92% reported improvement. The wider proficiency distribution shows progress compared to 2024 while highlighting remaining gaps: in 2025, 21% reported “none” (vs 32% in 2024), 26% “basic” (vs 51% in 2024), and 42% “intermediate” (vs 12% in 2024). The conclusion is dual: progress is real, but a significant share of children remains below the proficiency level needed for full academic performance, especially where attendance is irregular or schooling pathways are hybrid/online.
- **Adult language courses produced moderate confidence gains and incremental proficiency change;** “confidence” is mainly functional autonomy rather than fluency. Only 57% reported increased confidence speaking Hungarian in everyday situations, below the 85% evaluation target; 35% were neutral and 8% disagreed. Self-reported improvement was widespread but mostly modest: 54% reported only slight improvement, 32% one level, and 3% two levels or more. Qualitative evidence supports that beneficiaries

value practical autonomy (transport, shopping, services) and a safe learning atmosphere, while structural barriers (schedule mismatch, level mismatch, language of instruction, irregular attendance) limit stronger confidence shifts.

- **Unintended outcome: language courses functioned as a social cohesion and emotional support mechanism.** 78% agreed that courses helped them meet other people, and nearly 80% reported maintaining regular or occasional contact with classmates. This indicates the courses generate protection-relevant secondary outcomes (reduced isolation, emotional comfort) beyond language acquisition.
- **Priority gaps to strengthen:** vulnerability-based prioritisation for educational support (to avoid inequity where some households can afford private tutoring and others cannot); stronger school partnerships where institutional commitment exists (to improve continuity, attendance, stable groups, and learning progression); targeted approaches for adolescents and children in online/hybrid Ukrainian schooling; adult course progression pathways (levels beyond beginner; conversation-focused practice; clearer outreach and scheduling).
- **Sustainability logic:** programme continuity is funding-dependent, and Hungarian is widely described as a language requiring long-term, continuous learning rather than short courses. Sustainability improves when language education is systematised as a long-term inclusion pathway with stable and leveled groups, regular attendance, predictable schedules, committed partners, and minimal monitoring of progression.

Integration

- **JRS contributes meaningfully to relationship-building, with stronger bonding than bridging effects.** 62% reported having developed meaningful relationships thanks to JRS. Social ties were especially strong within the refugee community: 41% reported meaningful relationships with Ukrainians (20% exclusively). Bridging relationships with Hungarians were present but more limited: 41% reported meaningful relationships with Hungarians thanks to JRS. Qualitative evidence attributes these connections primarily to JRS spaces (language classes, psychosocial groups, cultural events) where trust, safety, and repeated contact allow relationships to grow.
- **Participation in community spaces increased, but not universally.** 63% agreed that JRS helped them participate in community activities/spaces, while 24% were neutral and 13% disagreed. Similarly, 67% felt more confident participating in social/recreational activities thanks to JRS (50% agree; 17% strongly agree). Qualitative findings show that these results suggest JRS acts as a gateway to public life for many, yet barriers (language, schedules, fear of discrimination, financial instability) continue to limit broader participation.
- **Self-reported “integration” remains low and has shifted toward partial/uncertain positioning, suggesting a more demanding understanding of belonging.** Only 16% of respondents in 2025 reported feeling fully integrated or integrated (3% and 13%), while 59% reported feeling partially integrated and 25% partially not/not integrated. This pattern, together with qualitative evidence, suggests beneficiaries increasingly conceptualise integration not as a checklist of functions (work, language, friendships, legal status), but as a deeper sense of emotional connection, recognition, and belonging. Functional factors are still prerequisites, but they are not experienced as sufficient.

- **Language is necessary but not sufficient; social acceptance and recognition remain decisive.** The evidence explicitly shows that linguistic assimilation does not guarantee integration, including for Hungarian-speaking refugees from Ukraine with dual nationality who still report stigma linked to dialect and perceived hierarchy (“looked down upon”). This is a critical evaluative insight: integration barriers are not only individual-capacity gaps but also relational and structural dynamics in the host environment.
- **Despite structural limits, JRS has a strong enabling effect on the subjective integration process.** 82% reported that JRS helped them feel more integrated, even while overall integration levels remain limited.
- **Return intentions remain dominated by uncertainty, reinforcing the need for adaptive integration support.** 68% reported “don’t know” regarding permanent return, 17% said they would not return, and 15% plan to return. This pattern is consistent with 2024 (74% uncertain; 16% no return; 8% plan return). When asked how JRS could support future return, the most requested supports were financial support for the trip/initial months 54%, assistance organizing travel 32%, psychosocial support 19%, and help transferring school/work documents 16%. The implication is that many households remain in “contingency mode,” delaying long-term decisions; integration programming therefore needs to support both rootedness and dignified transition scenarios.
- **Priority gaps to strengthen:** stronger outward-facing communication and partnerships to influence host community perceptions and reduce stigma; scenario-based planning support for beneficiaries (return preparation, status change, longer-term residency pathways, transition out of assistance); continued emphasis on bridging opportunities beyond JRS spaces (so that relationships and participation do not remain overly organisation-dependent).
- **Sustainability logic:** major integration constraints lie outside JRS control (labour market access, legal uncertainty, housing). As other actors reduce services, JRS becomes a rare stable reference point, increasing pressure on coverage and continuity. Sustainable inclusion will depend on diversified partnerships, adaptive programming for mixed trajectories (stay/return/uncertain), and advocacy for more stable legal pathways.

d) JRS Romania - Romania

Welcome

- **Strong early mobilisation was made possible by pre-existing structures and strategic presence.** JRS Romania activated services within days of the first border crossings, leveraging prior experience in asylum and border monitoring. The early deployment of multidisciplinary centres in Bucharest, Galați and Constanța, combined with call centres, Telegram channels, and local networks, enabled swift orientation, shelter, and assistance during the height of the emergency. Over 9,000 people were served in 2022 alone under Welcome-related actions.
- **Short-term accommodation played a protective and stabilising role during the critical arrival phase.** JRS provided accommodation support to 438 individuals through direct rental subsidies, and temporary shelter to an additional 1,000+ people via hotels, religious networks, and social housing. This was crucial in the absence of sufficient public reception systems and helped protect women, children, and persons with disabilities from homelessness and secondary trauma.

- **Orientation and early material support were accessible and met urgent needs.** 72% of beneficiaries reported that JRS helped them understand where to access services, and 93% said the support helped them cope during the first weeks. Direct material assistance, cash, vouchers, hygiene kits, and transport, was distributed to over 7,000 people in 2022, gradually transitioning to more targeted aid as displacement became protracted.
- **The most defining feature of the *Welcome* response was its dignified, relational approach.** 93% of respondents said they felt respected and treated with dignity by JRS staff and volunteers. Human warmth, trust, and personal attention were as frequently cited as material assistance—suggesting that the quality of interaction was central to the impact of welcome.
- **Key factors of success** included the pre-existing JRS footprint, decentralised activation of services, inclusive support to all nationalities, and effective communication channels (call centre and Telegram), all delivered through a relational, dignity-based model of care. Areas to improve concern the limited continuity of shelter solutions, insufficient early guidance for families with disabilities, information overload in Telegram groups, and burnout risks among staff. **Sustainability** requires a strategic shift from emergency response to long-term pathways, ensuring that *Welcome* gains (orientation, emotional grounding) are effectively linked with protection and integration mechanisms.

Protection

- **Housing support filled a critical gap in the absence of durable public schemes.** Among housing support recipients, 97% reported feeling safer and more stable. Rent subsidies, often short-term, helped prevent evictions, support school continuity, and enable job-seeking. However, stability often collapsed when support ended, highlighting a systemic vulnerability.
- **Basic needs assistance (vouchers, food, hygiene, transport) had protective effects, particularly when sustained.** 88% said this support helped meet daily needs. Those who received assistance for more than 6 months were significantly less likely to engage in harmful coping strategies (e.g. borrowing, skipping meals). JRS reached over 7,000 people with such support in 2022; however, scale and regularity declined sharply thereafter.
- **Emotional well-being improved across the board, particularly through sustained psychosocial support.** 91% said they felt better emotionally thanks to JRS. Among those receiving individual or group psychosocial support, 98% reported improvement. WHO-5 results reinforce this perception: the proportion of respondents with very low mental well-being scores (≤ 5) decreased significantly compared to the 2024 non-beneficiary group, while the share of respondents scoring above the midpoint of the scale increased, indicating a shift from severe distress toward moderate or positive well-being. Average well-being scores also increased, suggesting not only symptom relief but greater emotional stability over time. Improvements were strongest among beneficiaries engaged for three months or more, highlighting the importance of continuity. For children, creative and trauma-informed interventions, particularly art therapy, were consistently described as transformative, supporting emotional expression, regulation, and recovery where verbal processing was limited.
- **Specialised support for children with disabilities enabled developmental progress.** Though the scale was modest, families reported notable gains in communication and behaviour. The integrated model (kindergarten + therapists + bilingual staff) was highly valued, but remains fragile and under-resourced.

- **Legal and medical support empowered beneficiaries to claim their rights.** 85% reported that legal support helped them manage administrative issues; 92% said health support helped them or their family stay healthy. Ukrainian-speaking mediators and detailed system navigation made otherwise inaccessible services usable and humane.
- **Key factors for success:** Flexible housing support during critical moments; relational psychosocial model; integration of legal, medical and MHPSS services; empowerment through knowledge and mediation. **Areas to improve:** Psychosocial demand remains high, with beneficiaries expressing interest in more sustained support where feasible, particularly for children, older adults, and families affected by disability. **Sustainability:** Knowledge transfer and trust-building are sustainable; financial support remains limited in duration. Housing and health gains must be linked to income generation, while psychosocial support requires continuity, not crisis-only models.

Promotion

- **Educational continuity for children was significantly strengthened.** Over 90% of surveyed parents reported improvements in children's academic confidence, school motivation, emotional regulation, and social adaptation through JRS-supported kindergarten and preparatory classes. The multidisciplinary model (speech therapy, psychologists, small groups) proved particularly effective for children with trauma or special needs.
- **Caritas-funded classes achieved strong learning and psychosocial outcomes.** 70–90% of parents reported improvements in language proficiency, emotional well-being, academic results, and social engagement. Offline classes performed slightly better than online ones. Parents appreciated the flexibility, bilingual staff, and creativity-based programming, but raised concerns about overcrowded online groups (25–40 students), lack of Romanian textbooks, and the transition to paid services.
- **Language acquisition for adults and children improved, especially with longer attendance.** 95% reported progress in Romanian; 72% felt more confident speaking. Speaking clubs and informal peer settings helped reduce fear, build independence, and combat isolation, though fluency remains a challenge, particularly among working adults.
- **Adult training empowered participants emotionally and professionally.** 96% felt more confident; 84% felt more motivated; 88% felt stronger overcoming difficulties. Courses helped many transition from passivity to purpose, enabling both informal income and renewed self-efficacy.
- **Vocational training showed potential, but formal economic independence remains limited.** Only 46% had paid work in the past 3 years. While some monetised skills (e.g. manicure, cooking), most cited legal barriers, taxation, lack of tools and information, and short course duration as limiting full transition to sustainable income.
- **Key factors for success:** Holistic early education model; bilingual pedagogy; speech/psych support; flexible adult training; emotional reactivation as gateway to skill-building. **Areas to improve:** Strengthening Romanian language exposure, stronger mechanisms to track and follow up on auditors so they don't stay in limbo for years. In educational activities, improving group sizes, curriculum alignment, adolescent inclusion, and vulnerability-based targeting would increase effectiveness. In livelihoods, longer training cycles and stronger linkage to certification, job placement, and business formalisation — subject to funding — are

needed to translate skills into sustainable economic independence. **Sustainability:** The transition to fee-based and streamlined models reflects a pragmatic response to declining donor funding, while JRS continues to provide infrastructure, core cost coverage, and in-kind administrative support to sustain community services. Efforts to secure dedicated funding for children with disabilities and high-cost components, such as business grants and intensive business accompaniment, were pursued but constrained by donor fatigue and wider funding reductions. **Sustainability** has therefore depended not on reduced commitment, but on adapting to a significantly narrowed funding environment.

Integration

- **JRS played a meaningful role in fostering relationships and emotional belonging.** 66% reported forming personal connections thanks to JRS, mostly with fellow Ukrainians. However, only 25% had meaningful ties with Romanians, reflecting a gap in social bridging.
- **Subjective sense of JRS support helping integration was high (91%), but structural integration remains elusive (17%).** While most respondents said JRS helped them feel more integrated, the percentage of those who actually feel “very integrated” remains stagnant at 2%, same as in previous years. Most continue to feel only “somewhat” integrated, highlighting the limits of self-perception in the absence of deeper inclusion (e.g., work, legal certainty, stable housing).
- **Language remains the decisive barrier to integration.** Most testimonies cite insufficient Romanian as the main cause of exclusion, from jobs, schools, and society. Despite progress, accessible and advanced language options remain scarce.
- **Inclusion of children in Romanian schools is the strongest integration pathway.** JRS’s work in schools, mediators, preparation classes, emotional support, helped accelerate school enrolment and inclusion. In schools where JRS was involved, transition rates reported from auditor to enrolled student reached over 50%, although there is a lack of systematic monitoring of progress.
- **Return intentions remain dominated by uncertainty.** 69% reported they don’t know if they will return to Ukraine. Only 22% plan to return, and most of them not in the short term. Support requested for return includes financial aid, logistics, and legal/educational document transfer.
- **Key factors for success:** JRS hubs as relational spaces; trusted staff; children’s school inclusion; Romanian and English classes; emotional support; dignity. **Areas to improve:** Define what “integration” means and how to measure it; adapt ongoing efforts to promote Romanian–Ukrainian social bridging; expand online and advanced language options. **Sustainability:** Integration is a long-term and non-linear process: while beneficiaries report improved perceptions of belonging, structural indicators such as stable employment, institutional absorption, and durable social networks remain uneven, requiring sustained investment in deep-rooted pathways. Maintaining flexible, adaptable programming linked to state systems will be essential to ensure sustainability amid shifting protection statuses and future mobility patterns.

e) JRS Poland - Poland

Welcome

- **The *Welcome* response of JRS Poland was characterised by speed, moral commitment, and deep reliance on pre-existing Jesuit and parish-based social capital.** The response unfolded before JRS Poland existed as a formal structure and was driven instead by decentralised initiatives rooted in long-standing pastoral, social, and community engagement across cities. This absence of a predefined humanitarian architecture did not delay action; rather, it enabled immediate, trust-based responses adapted to local realities in Poznań, Nowy Sącz, Gdynia, Warsaw and across locations close to the border.
- **Between 2022 and 2024, *Welcome*-related support reached several thousand refugees through emergency transport, accommodation, food and NFI assistance, orientation, and psychosocial presence,** with the highest intensity in 2022 during the peak of displacement. The response prioritised dignity and proximity over standardisation, leveraging churches, Jesuit houses, parish networks, and volunteer mobilisation as entry points when state systems and formal NGOs were still adapting to the scale of arrivals.
- **Short-term accommodation functioned as a decisive stabilising factor.** Hybrid hosting models combining Jesuit houses, parish-based family hosting, and temporary hotel placements prevented immediate homelessness and enabled emotional decompression after prolonged and many times traumatic journey. Quantitative and qualitative evidence consistently shows that housing support marked a turning point from extreme uncertainty to basic safety, even when accommodation was temporary and resource-constrained. Importantly, beneficiaries experienced reception as humanising rather than transactional: 96% reported feeling respected and treated with dignity by JRS staff and volunteers.
- **Orientation and navigation outcomes were achieved primarily through relational means.** Although most beneficiaries accessed JRS through informal networks rather than formal referrals, 80% reported that JRS helped them understand where and how to access essential services after arrival. JRS's contribution lay not in reshaping the broader reception context, but in creating safe micro-environments of trust, clarity, and emotional grounding at a moment of acute disorientation.
- **The main strengths** of the *Welcome* response lie in its adaptability, trust-based access, early integration of psychosocial presence, and avoidance of duplication with larger humanitarian actors. **Key limitations** relate to the absence of early preparedness, uneven institutionalisation across locations, high dependence on individual staff, and limited standardisation of shelter governance and referral systems. **Sustainability** was only possible through the formal creation of JRS Poland, which enabled consolidation, coordination, and professionalisation beyond the emergency phase.

Protection

- **Protection outcomes under JRS Poland demonstrate a strong restorative effect on refugees' sense of safety, dignity, and emotional stability, despite persistent structural insecurity related to housing, legal status, health access, and income.** *Protection* support evolved from large-scale emergency assistance in 2022 toward more targeted, interventions in 2023–2024, with a particular focus on housing, MHPSS, legal accompaniment, and medical access.
- **Housing support, particularly through Magis House in Warsaw and Jesuit accommodation in Gdynia, functioned as a cornerstone of protection.** Among those receiving housing support, 80% reported feeling physically safe and personally secure as a result, and all respondents associated housing with

restored dignity. Qualitative evidence shows that housing stability enabled routines, school attendance, access to healthcare, and emotional containment, especially for families, elderly people, and persons with disabilities. **At the same time, qualitative evidence highlights important governance and ethical challenges.** The rapid establishment of Magis House occurred without predefined admission criteria, clear decision-making authority, or exit frameworks. Staff reported moral distress linked to these gaps, describing the emotional burden of managing access decisions in a context of overwhelming need. Ethical dilemmas related to nationality-based eligibility (only Ukrainians), donor influence, and parallel crises at different borders further exposed tensions between humanitarian principles and funding constraints. While these challenges did not negate the protective impact of housing support, they increased staff strain and underscore the need for clearer protection frameworks.

- **Basic needs assistance played a stabilising but not substitutive role.** Vouchers, transport, and emergency purchases reduced acute pressure during periods of zero income, particularly for highly vulnerable households. While 75% reported that assistance substantially helped meet basic needs, only a minority felt fully covered overall, confirming that JRS support mitigated hardship rather than resolved structural deprivation.
- **Psychosocial support emerges as one of the strongest *Protection* outcomes.** Quantitative data shows a marked reduction in extreme psychological distress among beneficiaries: the proportion of respondents with very low mental well-being scores (≤ 5) declined to 12% in 2025, compared to 27% among the 2024 non-frequent beneficiary reference group, representing a 15-percentage-point reduction. Overall, 95% of respondents reported that JRS support helped them feel better emotionally (44% definitely; 51% to some extent), confirming a strong perceived emotional relief effect. Crucially, qualitative evidence confirms that JRS's role was not to eliminate trauma, but to prevent further deterioration and restore emotional functioning under prolonged war-related stress.
- **Legal and administrative accompaniment further reinforced *Protection* outcomes.** 91% of beneficiaries receiving legal or administrative support reported that JRS made procedures easier (27% strongly agree; 64% agree), while 100% stated that JRS helped them resolve a legal or administrative issue (73% strongly; 27% partly). In parallel, 100% of respondents reported increased confidence in handling administrative matters after JRS support, indicating a clear reduction in procedural burden and anxiety in a rapidly changing regulatory environment.
- **Psychosocial support emerges as one of the strongest *Protection* outcomes.** Quantitative data shows a marked reduction in extreme psychological distress among beneficiaries compared to the 2024 non-frequent reference group, alongside very high perceived emotional relief linked to JRS support. Crucially, qualitative evidence confirms that JRS's role was not to eliminate trauma, but to prevent further deterioration and restore emotional functioning under prolonged war-related stress. Legal and administrative accompaniment further reinforced protection by reducing confusion, procedural burden, and anxiety in a rapidly changing regulatory environment, with over 90% of beneficiaries reporting improved understanding and confidence.
- **Protection success is rooted in relational accompaniment, linguistic and cultural proximity, integrated shelter-centred models, and flexible use of resources.** Areas to strengthen include more proactive livelihood pathways, clearer shelter governance frameworks, reduced reliance on nationality-based eligibility in long-term accommodation, and stronger monitoring systems. Sustainability remains constrained

by housing market exclusion, evolving legal regimes, and prolonged displacement, underscoring the need for differentiated protection models rather than uniform autonomy expectations.

Promotion

- **Promotion activities in JRS Poland evolved from emergency educational continuity toward a multi-dimensional model combining education, psychosocial resilience, and skills development.** Between 2022 and 2024, this shift is reflected in the expansion from basic schooling access and child-focused activities (404 people reached in 2022) to sustained language education, creative and IT courses, and employability-oriented support reaching several hundred refugees annually.
- **Educational support for children strengthened school engagement and adaptation, primarily through language acquisition, and reduced household stress.** Caregivers consistently describe integration at school less in academic terms than in children's confidence, participation, and emotional security. Adult language courses functioned as a critical indirect educational support, enabling caregivers to engage with schools, understand administrative requirements, and support learning at home. A more structured, outcome-oriented framework for child-focused educational activities, resulting in a broad set of actions without clearly defined educational objectives or progression pathways could enhance intervention.
- **Language support stands out as a flagship *Promotion* outcome.** Between 2022 and 2024, several hundred refugees participated annually in Polish and English courses across locations. Quantitative data shows that 96% of participants reported increased confidence using Polish in daily life, with clear time–response effects linked to sustained participation. Language learning reduced isolation, enabled navigation of institutions, and fostered durable peer networks, confirming its role as both an educational and psychosocial intervention.
- **Livelihood-oriented *Promotion* activities, while more limited in scale, contributed meaningfully to confidence, dignity, and future orientation.** All participants reported that skills gained were useful, with differences in immediacy depending on activity type. Importantly, 90% reported regaining a sense of dignity through participation, highlighting that *Promotion* outcomes extend beyond employability to include agency, self-worth, and social value.
- ***Promotion* effectiveness is driven by pedagogical quality, relational learning environments, and trust-based access.** Key limitations include insufficient capacity relative to demand, lack of structured progression to higher language levels, uneven access for more vulnerable profiles, and weak articulation between skills development and livelihoods. Sustainability depends on partnerships, recognition of learning outcomes, and scaling progression pathways rather than short-term course expansion.

Integration

- **Integration outcomes show meaningful progress at the relational and perceptual level, particularly among frequent beneficiaries, while structural integration remains constrained by external factors.** JRS Poland's Integration strategy combined awareness raising, intercultural peacebuilding, and community-based participation, creating shared spaces rather than imposing assimilation.
- Quantitative data indicates that 83% of beneficiaries developed meaningful relationships through JRS, predominantly within the refugee community, while 41% reported relationships with Polish nationals.

Although the benchmark for host-community relationships was not met, qualitative evidence clarifies that JRS effectively rebuilt social bonds and belonging within displaced communities, which functioned as a prerequisite for broader integration.

- **Perceived integration improved between 2024 and 2025 among frequent beneficiaries.** The proportion reporting being “integrated” or “very integrated” increased from 21% to 33%, while nearly all respondents (95%) reported that JRS helped them feel more integrated. Integration is experienced primarily as emotional safety, respect, and social acceptance rather than full economic or civic inclusion
- **Awareness-raising and advocacy actions reached thousands through media, social platforms, and public events, but evidence of host-community attitudinal change remains limited to activity-level data.** This constrains evaluative conclusions and points to the need for clearer objectives and measurement frameworks in this domain.
- **Integration success is grounded in relational spaces, language as a social bridge, symbolic visibility through cultural initiatives, and decentralised local adaptation.** Areas to strengthen include clearer operational definitions of integration, stronger host-community engagement strategies, reduced reliance on language alone, and improved outcome tracking. Sustainability depends on long-term models that acknowledge prolonged displacement, policy volatility, and the need for continued social accompaniment regardless of return intentions.

f) Capacity building - Multi country

- **Capacity Building under *The One Proposal* was deliberately designed as a multi-level and multi-dimensional component,** operating simultaneously across human resources, material and operational capacity, and training/accompaniment, and activated through three institutional entry points: initiatives led by the Xavier Network and JRS Europe; direct and proactive support from JRS Europe to country offices; and internally driven capacity-building processes initiated by country offices themselves. This architecture allowed the component to respond flexibly to diverse starting points and organisational trajectories.
- **Capacity Building was a foundational enabler of the entire One Proposal response, rather than a secondary or supportive component.** Its inclusion reflected an accurate diagnosis: neither JRS Europe nor most country partners had prior experience managing a humanitarian operation of this scale, duration, and complexity in Europe. Capacity Building therefore functioned as the structural backbone that allowed programming to expand, stabilise, and remain coherent over time.
- **The most significant capacity gains were institutional rather than technical, enabling several organisations to shift their organisational identity and operating model.** These included the creation of JRS Poland as a legally recognised and operational national organisation; the transformation of JRS Ukraine from a shelter-based emergency initiative into a professional humanitarian NGO with diversified services; the scaling and institutional consolidation of JRS Romania as a multi-sector operational hub; the mandate expansion and professional upgrading of the Family Help Centre in Slovakia; and the strategic consolidation of JRS Hungary through mandate clarification and internal coherence. These changes represent qualitative leaps in institutional maturity, not incremental improvements.

- **Expansion of human resources was a decisive and immediate capacity-building lever, enabling scale, specialisation, and continuity across contexts, albeit from very different starting points.** Between 2022 and 2025, all country offices increased staffing involved in One Proposal activities (e.g. Poland from 3 to 35–36 staff; Romania from 27 to 60; Ukraine from 3 to 16), allowing teams to move beyond ad hoc emergency responses toward structured, multi-disciplinary operations with clearer safeguarding, accountability, and donor-compliance capacities. In more emergent contexts (notably Poland, Ukraine, Slovakia), rapid staff growth initially preceded full systematisation and relied heavily on key individuals, making early capacity more person-centred. By contrast, in more institutionally mature contexts (particularly Romania and, in a different way, Hungary), staff expansion was largely integrated into existing or rapidly consolidated organisational frameworks, enabling coordination layers, role differentiation, and stronger internal coherence. Overall, the evaluation finds that human resource expansion was not in itself a source of fragility, but that its institutional effects depended on the organisational baseline and the parallel development of coordination, leadership, and internal processes.
- **Human resource expansion was the main immediate driver of institutional capacity, but its impact depended on how it was embedded.** Across all countries, staff numbers increased dramatically between 2022 and 2024 (e.g. Poland from 3 to 35–36 staff; Romania from 27 to 60; Ukraine from 3 to 16). This enabled the transition from medium-small responses to bigger professional teams capable of safeguarding, accountability, and donor compliance. However, where staff growth was not accompanied by systematisation, roles, and processes, capacity gains remained fragile and person-dependent.
- **The deliberate recruitment of Ukrainian refugees—predominantly women—into staff and volunteer roles constituted one of the most transformative qualitative outcomes of Capacity Building.** At peak implementation, refugees represented 68% of staff in Romania and over half in Poland. This significantly improved programme relevance, trust, and contextual understanding, while also increasing exposure to emotional strain and reinforcing the need for staff care and MHPSS-informed management. Women accounted for between roughly 77% and over 90% of staff across countries.
- **Investment in physical and organisational infrastructure functioned as institutional capacity rather than logistics.** The creation and refurbishment of education hubs, child-friendly spaces, women's spaces, MHPSS rooms, IT classrooms, and integration centres enabled scale, service differentiation, safeguarding, and dignity. These spaces became durable organisational assets that strengthened credibility, donor confidence, and sustainability beyond the emergency phase.
- **Training alone was not the primary mechanism of change; sustained accompaniment was equally, and in some contexts more, influential.** Capacity Building operated through continuous accompaniment, meeting by meeting, decision by decision, supporting leadership teams in recruitment, office set-up, programme orientation, and organisational restructuring. This slow, relational process strengthened institutional judgement, confidence, and autonomy beyond procedural compliance, even where formal systems lagged behind.
- **MHPSS and staff-care components emerged as among the most meaningful Capacity Building elements, but were introduced late to be preventive in some cases.** Training on mental health, self-care, and boundary-setting contributed to cognitive shifts around limits, professional sustainability, and organisational responsibility for wellbeing. However, their late introduction meant they often functioned as

corrective responses to burnout rather than protective measures embedded from the outset.

- **Capacity Building also produced a strong, and partly unintended, relational outcome at regional level.** Trainings, strategic meetings (notably the 2023 Bucharest Strategic Planning Meeting), and shared reflection spaces strengthened inter-office relationships, peer learning, and informal support across countries. Smaller or newer offices benefited from exposure to more mature structures, contributing to a collective institutional capacity that extended beyond individual organisations.
- **Despite substantial achievements, the durability of capacity gains is uneven and constrained by late systematisation.** In many contexts, critical processes (SOPs, monitoring systems, role clarity, decision-making frameworks, and multi-year strategies) were developed late or remain incomplete, leaving capacity embedded more in individuals than in systems and increasing vulnerability to staff turnover.
- **Early funding abundance reduced incentives to invest in long-term sustainability, particularly in country-level fundraising capacity.** While regional capacity to mobilise donors improved significantly, most country offices did not systematically build the skills or strategies needed to diversify funding early on, increasing exposure as emergency funding declined.
- **Overall, Capacity Building under *The One Proposal* enabled rapid institutional emergence, professionalisation, and consolidation across countries, making the response possible at scale.** Its main challenge moving forward is to convert these gains, largely driven by people, relationships, and emergency momentum, into embedded systems, strategies, and financial autonomy capable of sustaining impact beyond the emergency phase.

g) Institutional Coordination

Coordination under *The One Proposal* substantially supported an effective, coherent and institutionally transformative response. It combined structured governance, relational trust and Jesuit territorial presence to deliver scale, unity and institutional strengthening across multiple countries. However, governance asymmetries, uneven preparedness and technical standardisation gaps reveal areas for consolidation in future emergencies.

I. Demonstrated coordination effectiveness and institutional value added

- **Rapid institutionalisation prevented fragmentation.** Informal solidarity was quickly converted into structured governance (weekly meetings, working groups, reporting channels, coordinated donation links), reducing duplication and political friction during the critical first weeks.
- **Clear functional complementarity across actors.** Roles between JRS Europe, JRS International Office, JRS USA and Xavier Network members evolved toward coordinated differentiation rather than rivalry, strengthening coherence and reducing mandate confusion.
- **Transparent and subsidiarity-respecting fundraising architecture.** Centralised financial reporting combined with national donation channels reinforced accountability, preserved territorial fundraising rights, strengthened donor trust and enabled needs-based allocation without institutional competition.

- **Institutional strengthening beyond emergency delivery.** The response left behind durable structural gains (e.g. creation of JRS Poland, formalisation of JRS Ukraine, consolidation in Hungary, scaling in Romania), alongside strengthened horizontal peer learning and network cohesion.
- **Narrative unity reinforced operational coherence.** The “One Proposal” brand functioned as a governance tool, aligning diverse actors under a shared identity without erasing subsidiarity.
- **Strong beneficiary participation.** Affected Ukrainians were engaged as active contributors rather than passive recipients, reflecting coherent delivery, accessible services and relational trust across countries.

II. Structural drivers that enabled success

- **Mature and evolving emergency protocol.** The Xavier Network protocol, refined after each crisis and activated within 24 hours, structured the entire consortium’s response (including JRS Europe), reducing early chaos and fragmentation.
- **Legitimacy and mediation from the Curia.** Formal designation, active participation and direct interventions from the Father General and Regional Assistant provided political clarity and resolved provincial tensions, notably facilitating the creation of JRS Poland.
- **Embedded Jesuit territorial infrastructure.** Pre-existing communities, buildings and moral credibility enabled rapid access, volunteer mobilisation and local legitimacy without typical humanitarian entry barriers.
- **Relational leadership and central coordination hub.** Patient, non-confrontational leadership from JRS Europe, combined with Brussels functioning as a single coordination node, preserved unity while maintaining direction.
- **Early solidarity fundraising momentum.** Significant early liquidity reinforced the urgency for structured governance and prevented resource fragmentation.
- **Relational trust as coordination capital.** High levels of openness and institutional generosity reduced defensive positioning and enabled mission-first collaboration.
- **Joint needs assessment and shared framework (March 2022).** The early Xavier Network–JRS assessment generated common analysis and the “four verbs” framework, ensuring strategic alignment from the outset.

III. Structural limitations and areas for improvement

- **Governance asymmetry between coordination responsibility and authority.** Ultimate decision-making remained with provinces; JRS Europe could coordinate and advise but not enforce standards, limiting HR oversight and quality control.
- **Uneven institutional preparedness.** Differences in baseline capacity (cash programming, vulnerability assessments, logical frameworks, compliance systems) led to variability in implementation quality.
- **Delayed investment in coordination staffing.** Late hiring of dedicated coordination and finance staff in JRS Europe reduced early management bandwidth during peak scaling.

- **Weak enforcement of minimum technical standards.** Oversight mechanisms were not sufficiently independent or empowered to guarantee consistent shelter, protection and inclusion practices across countries.
- **Partner alignment gaps (Moldova).** Insufficient due diligence and mandate alignment created strategic inconsistency and reputational risk.
- **Nationality-based targeting tensions.** Donor earmarking around nationality generated ethical discomfort, inconsistent application and reporting distortions, revealing misalignment between funding logic and vulnerability-based practice.
- **Monitoring and results-orientation weaknesses.** Strong financial reporting was not matched by robust outcome measurement and comparative impact analysis across countries.
- **Scaling discipline and sustainability divergence.** Rapid expansion followed by contraction pressures in some contexts, and limited ambition in others, reflected absence of embedded scaling thresholds and exit strategies.
- **Risk of fragmentation within Jesuit structures.** Parallel fundraising initiatives and incomplete provincial integration exposed governance tensions.
- **Limited awareness of Xavier Network mechanisms.** Not all provinces were sufficiently familiar with the emergency coordination system, suggesting need for pre-crisis institutional awareness raising.

VII. Recommendations

a) JRS Ukraine - Ukraine

Strategic and Institutional Recommendations

1. Develop a multi-year strategic plan grounded in a clear institutional vision for JRS Ukraine. Rather than allowing programming to evolve primarily through successive projects, JRS Ukraine should undertake an internal strategic reflection to clarify what role it intends to play in the country over the medium term in a context of protracted displacement. This process should articulate the outcomes and changes the organisation seeks to contribute to, the populations it aims to prioritise, and the balance it wishes to strike between emergency humanitarian response and longer-term integration, social cohesion, and resilience. Based on this vision, JRS should develop a multi-year strategic plan that defines which core services will remain essential (e.g. basic needs, shelter, psychosocial support), where longer-term pathways (e.g. education, livelihoods, legal inclusion, community strengthening) will be progressively reinforced, and how partnerships, community structures, or public institutions may gradually assume certain functions. The strategy should also include a clear communication and expectation-management approach for beneficiaries, aligning support modalities with realistic timelines, differentiated pathways, and dignity-based transitions.

2. While maintaining a strong and impactful operational presence in Lviv remains extremely relevant due to the humanitarian gap other organizations have left, JRS Ukraine should reflect strategically on how its geographic focus and institutional mission align with evolving needs in a protracted war context. **This includes exploring selective expansion beyond Lviv, (potentially through partnerships rather than full operational replication) toward Kyiv or other high-need areas**, with a view to strengthening national-level coordination, advocacy, and future return-related programming. Expansion, although recommended, would require fundamentally different resources and operational models.

3. Greater engagement of the Jesuit Province and wider Jesuit networks would enhance institutional backing, strategic coherence, and shared ownership of the response. Strengthening these internal linkages could support clearer mandate definition, resource mobilisation, and alignment between humanitarian action, psychosocial accompaniment, and longer-term social engagement in Ukraine.

4. Strengthen monitoring, learning, and accountability systems: Introduce basic but robust monitoring tools (pre/post surveys, satisfaction tools, FGDs, outcome tracking) to document change and inform programme adaptation. Establish accessible feedback and complaint mechanisms (e.g. focal points, anonymous boxes, hotlines) to strengthen accountability to affected populations. Foster an internal culture of evaluation and learning, ensuring findings are systematically used for decision-making and donor dialogue.

5. As displacement becomes protracted and social pressures increasingly affect both internally displaced persons and host communities, **JRS Ukraine may explore a gradual shift from predominantly individual assistance toward collective, community-based models that foster shared resilience.** This includes supporting IDP groups to organise, formalise, and access resources independently, while also exploring inclusive approaches that engage vulnerable local populations facing similar economic and psychosocial stressors. Strengthening collaboration with Ukrainian-led organisations and IDP- or community-led initiatives would enhance local legitimacy, expand reach, and support sustainability, while positioning JRS as a facilitator of social cohesion rather than solely a service provider.

6. Strengthen fundraising and proposal-development capacity to reduce programme discontinuity. Reinforce internal capacity for grant identification, proposal writing, donor submissions, and reporting. This should combine targeted technical training with clearly allocated staff roles and dedicated time for fundraising and results-based management, in order to improve securement of continuous funding and reduce stop–start programming cycles.

Programmatic Recommendations - Welcome

7. Develop more systematic handover and referral pathways, including cross-border coordination with other JRS presences for IDPs moving onward. Ensure continuity of legal and administrative information beyond the initial arrival phase

8. Earlier investment in humanitarian training and operational systems, once the scale of the response increased. Earlier investment in staff care and psychosocial support, recognising that staff were themselves operating under harsh living conditions, prolonged stress, and exposure to traumatic narratives during the early response.

Programmatic Recommendations - Protection

9. JRS Ukraine should formalise differentiated protection and autonomy pathways, moving away from one-size-fits-all exit models. This would include autonomy-oriented pathways for individuals able to work, alongside longer-term protection or alternative housing models for elderly persons, persons with disabilities, and highly vulnerable families. Autonomy should be defined flexibly, recognising that full independence is neither realistic nor appropriate for all profiles in a protracted displacement context.

10. Protection outcomes would be strengthened by complementing shelter support with clearer livelihood and economic protection strategies. This includes structured job search support, career guidance, referrals to income-generation initiatives, and exploration of transitional cash-based assistance. Over time, a gradual shift from material assistance toward more predictable cash or voucher support, particularly for rent, utilities, health expenses, and chronic needs, would enhance dignity, choice, and longer-term stability.

11. To improve targeting and continuity, JRS Ukraine should introduce a more systematic vulnerability assessment framework to proactively identify those most at risk and tailor responses accordingly. This should be paired with stronger, structured post-exit follow-up, recognising that transitions out of shelter carry significant emotional and practical risks and that protection gaps often emerge after formal support ends.

12. Psychosocial support could be strengthened diversifying modalities, such as body-based approaches, group-based activities, or creative and movement-based methods, and strengthening referral pathways for specialised mental health care would increase reach and effectiveness. Sustained investment in staff supervision, care, and retention is essential to maintain quality and ensure programme sustainability in a prolonged crisis.

Programmatic Recommendations Caritas project and General Programme- Promotion

13. Within the Caritas-funded Promotion activities, programme effectiveness would benefit from **greater differentiation and targeting.** Mixed-age and mixed-level groupings, particularly in language learning, should be reduced where feasible to allow more appropriate pacing and pedagogical depth.

14. Future support could move beyond an IDP-only focus toward a clearer vulnerability-based approach, prioritising children facing the greatest academic and psychosocial challenges, including newcomers, those with learning gaps, or children experiencing emotional distress, regardless of displacement status.

15. Stronger and more systematic collaboration with schools would further enhance impact. Working more closely with school leadership, teachers, and psychologists to identify students struggling academically or psychologically, especially recently displaced children, would allow activities to function as targeted, complementary support rather than parallel provision. This should be accompanied by clearer learning

objectives, defined progression pathways, and simple monitoring tools to track educational and psychosocial gains over time.

16. Additional attention is also needed for adolescents, where gaps persist in exam preparation, upper-grade academic support, and transition planning at critical educational stages.

17. Targeted sensitisation strategies should be developed to address caregiver resistance to Ukrainian language learning, framing language acquisition not as a political or identity issue but as a practical tool for educational success, social integration, and future opportunities for children.

Programmatic Recommendations Promotion

18. Establish a livelihoods program: On the demand side, conduct a job market assessment and partner closely with local agencies and employers to match IDPs with suitable employment, including online and remote roles. On the supply side, focus on skill development, prioritizing courses in English and Ukrainian, IT, beauty care, and job search skills.

Programmatic Recommendations - Integration

19. JRS Ukraine would benefit from a clearer conceptual and operational framework. “Integration” is currently understood and experienced in diverse ways by beneficiaries, which limits the organisation’s ability to assess progress and adjust programming. Developing a clear operational definition would provide strategic direction. It should be done together with the IDP community, covering dimensions such as self-perception, language proficiency, participation in public life, social connections with host communities, and legal or administrative stability. This should be accompanied by a limited set of measurable indicators, tracked consistently over time, to better capture change and inform adaptive programming.

20. While Ukrainian as the operational language reflects both legal requirements and an organisational positioning aligned with national identity and the current context of war, integration efforts could also remain attentive to participants’ linguistic comfort in emotionally sensitive settings. From a humanitarian perspective — and in line with core humanitarian principles and CHS commitments on dignity, participation, and appropriate communication — the ability to express themselves in their mother tongue (Russian) — particularly in psychosocial or trauma-related conversations — may reduce stress and strengthen trust. This does not imply a shift in institutional language policy, but rather context-sensitive flexibility where appropriate.

21. JRS could expand activities that intentionally bridge IDPs and host-community members. While intra-community bonding among displaced persons is a clear strength, more joint cultural, educational, or community-based initiatives with non-IDPs would strengthen coexistence, reduce social distance, and reinforce mutual understanding.

22. Participation gaps should be addressed more deliberately, particularly the relative invisibility of working-age men in integration spaces. Developing targeted approaches for this group would contribute to more inclusive social and economic integration outcomes.

b) Family Help Center (FHC) - Slovakia

Strategic and Institutional Recommendations

1. Strengthen outreach to reach people with higher vulnerability who do not self-present. Introduce proactive outreach and information dissemination, prioritising those least likely to come to the Center (older persons, isolated caregivers, people with limited mobility, those in precarious housing, those with low connectivity). **Diversify outreach channels beyond word-of-mouth/online groups**: simple flyers in key institutions, school channels, health facilities, municipal touchpoints, and community mediators. The current model largely supports those who already reach the Center through **word-of-mouth/online groups**; this can unintentionally exclude people with higher barriers.

2. Adopt vulnerability-based prioritisation criteria across services to avoid an access pattern driven only by who can attend regularly. This can include indicators such as single-parent households, disability, older age, no income, limited Slovak, protection risks, and children facing school exclusion. Extend eligibility framing beyond nationality where appropriate, ensuring that the most vulnerable local families can also access selected low-threshold supports (especially educational support), reducing social tension and aligning with a “needs-based” humanitarian approach

3. Foster a culture of evaluation within the organization to continually assess program effectiveness and identify areas for improvement. Introducing Beneficiary Accountability and feedback tools like Pre-Post Evaluation / satisfaction surveys, FGDs, complaint boxes, focal points etc.

Programmatic Recommendations - Protection

4. Systematise protection-quality delivery beyond individual capacity: Develop and formalise SOPs for legal/administrative navigation and case follow-up (triage, documentation, referral pathways, follow-up standards, escalation rules), so quality does not depend on one focal person’s availability. At least two staff/volunteers trained to cover core legal/admin workflows, including coverage during absences and peak periods. Legal/admin support is a high-impact protection component, but current dependence on one key person is a structural risk.

5. Consolidate a trauma-informed, do-no-harm approach across services, especially to prepare for new arrivals. Deliver early training and refreshers for staff and volunteers on psychological first aid / trauma-informed communication, boundaries, safe referral, and handling acute distress. **Define minimum standards for psychosocial support interactions**: active listening, safe space, confidentiality cues, and referral thresholds. **Add structured supervision/debriefing** for frontline staff/volunteers exposed to distressing stories, to prevent burnout and protect service quality. Beneficiaries often seek emotional stabilisation through relational contact, not only through formal PSS sessions; this must be safe and consistent.

Programmatic Recommendations - Promotion

6. Strengthen Learning Help Assistance project:

- Invest in volunteer sustainability: include activities such as recruitment pipeline, onboarding, child-safeguarding briefing, tutoring guidance, boundaries/self-care, and retention incentives (supervision, recognition, predictable schedules, self-development, experiences). Long-term impact depends on continuity of volunteers and coordination capacity.
- Maintain the one-to-one model, while gradually adding structured group formats only where they add value (e.g., Slovak conversation clubs, peer-learning circles).
- Introduce mixed Slovak–Ukrainian child activities outside school (games, clubs, sports, creative workshops) explicitly designed to build safe bridging relationships. This responds to repeated evidence that school participation does not automatically lead to meaningful friendships, and some children experience exclusion.
- Apply vulnerability-based access for education support (not only “Ukrainians-only”): some refugee families can pay for private support while some local families cannot; needs-based targeting improves equity and reduces tensions.
- Strengthen school partnerships: Develop structured agreements with public schools and, where relevant, Jesuit and other faith-based schools, leveraging provincial networks to enhance referral pathways, coordination, and inclusion mechanisms. Provide targeted teacher support and training on refugee inclusion, language-sensitive teaching, classroom integration, and anti-bullying responses, while positioning schools as key spaces for engagement with local families and for fostering inclusive narratives and social cohesion within host communities.

7. Collaborate with job agencies and local employers to facilitate employment, including skill-matching programs and job fairs. Explore developing subsidized VT programs in high-demand sectors like IT, healthcare, and administration. Launch cash grants or micro-entrepreneurship initiatives to support refugees interested in starting businesses in Slovakia, paired with business training and mentorship.

Programmatic Recommendations - Integration

8. Integration: shift from mostly intra-community bonding to deliberate bridging with the host community

- Rebalance integration activities so they are not predominantly Ukrainian-only. Preserve culturally safe spaces, but add intentional bridging components (shared community events, volunteering with local groups, joint parent activities, language tandem pairs, local mentors).
- Create partnerships with local community actors (libraries, sports clubs, youth centres, municipalities, cultural organisations) to move participation beyond FHC-hosted spaces and reduce dependence on the Center as the main social arena.
- Add “integration pathways” for adults (practical autonomy + belonging): language practice in real settings, guided participation in public services, and facilitated introductions to local networks.

c) JRS Hungary - Hungary

Strategic orientation

- 1. Shift from short-term, discontinuous assistance toward sustained accompaniment for the most vulnerable.** Some current support lines (e.g. three-month cycles, one-off vouchers) have often been crucial but limits measurable impact and autonomy-building. Evidence consistently shows greater protective and stabilising impact when assistance is predictable and continuous, as some lines of support are now. JRS should prioritise fewer households with longer-term, sequenced support (CVA, housing, legal navigation, language), especially for elderly people, single caregivers, and families with complex needs.
- 2. Adopt vulnerability-based prioritisation in certain services.** Prioritization should reflect the objective of each service. In protection and education, vulnerability should remain central, ensuring support reaches those least able to cope independently, including students struggling academically whose families cannot afford private alternatives. In livelihood-related services, however, selection may reasonably consider employment readiness and potential for labour market integration, in order to maximise sustainable outcomes.
- 3. Introduce baseline and follow-up monitoring.** Currently, progress is difficult to evidence systematically. Introduce simple baseline and end line indicators (self-assessed level, functional tasks, vulnerability) to track impact and JRS contribution over time and strengthen accountability.
- 4. JRS Hungary should progressively rebalance its portfolio** to include clearer livelihood and inclusion pathways—such as language-to-employment bridges, vocational orientation, recognition of prior skills, and partnerships with employers and training providers—while maintaining protection for the most vulnerable. This would help prevent prolonged dependency, address the main drivers of non- integration (language barriers, unstable income, lack of prospects), and align short- term assistance with longer- term self- reliance and dignity.

Hungarian language courses for adults

- 5. Strengthen the adult Hungarian language programme through clearer pathways and level differentiation.** Expand beyond A1–A2 by piloting A2+/B1 groups, responding to expressed demand. Ensure clear progression pathways so participants understand “what comes next”.
- 6. Increase conversation-focused and practical learning formats.** Demand for oral practice is strong and reflects high motivation. Introduce conversation-only sessions, conversation cafés, and practical vocabulary modules focused on everyday life (healthcare, work, administration). Consider optional self-assessment tools to help learners track progress.
- 7. Improve outreach and early communication about courses.** Several participants reported not knowing about Hungarian courses. Strengthen information dissemination through partner NGOs, schools, institutions, and informal networks. Evidence suggests informal word-of-mouth works better than formal channels; formal channels should be intentionally reinforced to improve outreach

Education support – children and adolescents

- 8. Clarify the educational mission and objectives of child-focused activities.** Educational support currently includes multiple activities with unclear hierarchy or purpose. JRS should articulate a clear

education strategy focused on school engagement, continuity, and language acquisition, rather than dispersed activities. Develop a concrete plan and strategy of activities and clear objectives for an educational program in HFL with schools, aligning JRS's support with school curriculum requirements and enhancing program impact. Evaluate progress.

9. Introduce vulnerability screening for children's educational support. Educational assistance should prioritise children at higher risk of exclusion, learning delay, lack of family support or alternative support options. This will avoid support to non-vulnerable families, dilution of impact and aligns resources with need.

10. Consolidate partnerships with schools where enabling conditions exist. Evidence shows that language and educational support only works when schools can ensure continuity, stable groups, and coordination. Focus efforts on committed partners (e.g. Piarist school) or the JRS centre model, while explicitly recognising funding dependency as a sustainability risk.

11. Strengthen monitoring of children's Hungarian language acquisition over time. The comparison between 2024–2025 shows progress but also persistent low proficiency for many children. Introduce simple monitoring tools to track progression and identify where additional or prolonged support is required.

Monitoring, learning, and sustainability

12. Develop a comprehensive and structured Reporting Logic Framework, including activities, outcomes, and outputs with SMART indicators. Train key staff in Logic Framework and project cycle management. Introduce baseline to evidence impact. Introduce simple, proportional monitoring tools that do not overburden staff but allow learning and course correction.

13. Plan for sustainability and scenario transitions. Develop internal scenarios for reduced funding, changes in protection status, and increased return intentions. Prepare pathways for return support, transition out of assistance, or referral to other actors, ensuring dignity and transparency.

14. Provide targeted training to build staff capacity in intercultural mediation, refugee support, and program delivery. Given the team's high motivation to learn, focus on skills needed to work with diverse refugee groups beyond Ukrainians. Consider having Ukrainian-speaking social workers to reduce reliance on interpreters, or alternatively, train interpreters in essential social work skills to enhance beneficiary engagement and service delivery

15. Feedback and Accountability Mechanism: Implement a clear complaint or feedback system (e.g., hotlines, suggestion boxes) to ensure beneficiaries can voice needs and experiences effectively.

d) JRS Romania - Romania

Strategic and Institutional Recommendations

1. Displacement crises are likely to recur. **JRS now has field-tested experience and should turn it into a formal contingency plan.** Develop contingency planning and cross-border coordination frameworks. Based

on lessons learnt a regional framework should be developed to improve coordination across JRS country offices during future displacement waves. This should include information sharing protocols, surge capacity arrangements, and joint advocacy.

2. The most effective interventions were not always those that provided the most services, but those that combined technical, emotional, and social support in a consistent (in time) and empowering way. The future of JRS Romania's work lies in maintaining this holistic, dignity-based approach while adapting to new realities with strategic clarity and a renewed focus on the most vulnerable.

Programmatic Recommendations - Welcome

3. Support staff well-being and preparedness. Provide structured onboarding and training on emergency basics, including personal hygiene, first response, and stress management, alongside regular supervision and burnout prevention measures.

Programmatic Recommendations - Protection

4. Subject to available funding, **prioritize continuity for chronic or high-cost treatments and explore strengthening health-system navigation.** Increase support for registering with family doctors, understanding entitlements, and accompanying individuals facing systemic barriers (e.g., discrimination, refusal of service). Given structural limitations within the public health system, sustaining this support depends on dedicated financial resources and donor willingness to fund high-cost medical components

5. Subject to available funding, **ensure continuity of psychosocial support.** Scale up group and individual therapy for children, persons with disabilities, and caregivers. Integrate peer-support mechanisms and family-focused models. Invest in staff development. Provide ongoing training, supervision, and peer learning, especially on trauma, autism, and neurodevelopmental needs.

6. Clarify service communication. Improve transparency on eligibility and availability of support (e.g. vouchers) to manage expectations and avoid perceived selectivity.

Programmatic Recommendations - Promotion

7. Strengthen Romanian language acquisition in early childhood education. In kindergarten settings, current exposure to the Romanian language is limited and insufficient to prepare children for integration into the formal school system. JRS should consider increasing Romanian language hours significantly or transitioning to a bilingual or dual-language model. This would enhance language immersion at a critical developmental stage and improve long-term educational outcomes for Ukrainian children.

8. Promote timely transition into the Romanian school system. From early stages, actively guide families toward full enrollment (as students) where feasible and establish systematic follow-up mechanisms for children attending as auditors to prevent prolonged educational limbo.

9. Support teacher preparedness for inclusion. Provide targeted training for Romanian teachers on refugee-sensitive, inclusive pedagogy, with attention to language barriers, trauma awareness, and intercultural classrooms.

10. Align Romanian language instruction with integration goals. Introduce longer, progressive, and job-oriented Romanian courses. Consider sector-specific language modules (e.g., health, hospitality).

11. Enhance linkages between vocational training and employment. Move beyond stand-alone courses. Integrate skills assessment, career coaching, employer outreach, and job-matching services. Leverage models like UNITE (mentoring + validation).

12. Address dropouts in language and vocational courses. Track attendance, monitor learning outcomes, and adjust content and scheduling to reduce burnout.

13. Extend support for adolescents. Introduce targeted programming for teens, particularly in creative, digital and civic engagement. Embed Romanian into youth-friendly activities.

Caritas project specific Recommendations - Programmatic Recommendations - Promotion-

14. The project relies primarily on nationality and age as eligibility criteria, without a systematic vulnerability assessment. While this approach ensured broad inclusion during the emergency phase, it may now inadvertently benefit families who could afford paid alternatives. Future phases should adopt basic vulnerability criteria (e.g. single parenthood, disability, income level, housing insecurity) to ensure that services, especially those with limited capacity such as kindergarten or language courses, are prioritised for the most disadvantaged households.

15. Increase hours and intensity of Romanian language classes. Particularly for children and teenagers transitioning into Romanian schools.

16. Reduce group sizes in online classes. Teachers and parents recommend limiting class sizes to around 10 students.

17. Align course content with Romanian curricula. Provide teachers with Romanian textbooks and terminology guides to better prepare children for transition.

18. Define and operationalise a clear education pathway strategy for refugee children. JRS Romania currently supports children navigating both the Ukrainian and Romanian education systems, responding pragmatically to families' uncertainty and legal constraints. While this dual support has been protective in the short term, it creates risks of educational overload, fragmented learning trajectories, and unclear success criteria. Future programming should more clearly articulate when and how support is intended to facilitate full transition into the Romanian system, versus when maintaining parallel Ukrainian curriculum participation is justified as a temporary protection measure. Clear pathway definitions, linked to age, length of displacement,

language level, and family intentions, would strengthen coherence, monitoring, and alignment with integration outcomes.

19. Sustain the psychological and speech therapy components. These are perceived as transformative and should be maintained regardless of education model.

Programmatic Recommendations - Integration

20. Define and track integration indicators. Develop a working definition of integration and related metrics (e.g., social capital, public participation, linguistic proficiency, economic stability). Track these across cohorts.

21. Invest in bridging activities between Ukrainians and Romanians. Promote intercultural dialogue, joint events, and inclusive platforms that foster coexistence beyond peer communities, especially with children and adolescents.

22. Introduce specific engagement strategies for working-age men who remain underrepresented in integration activities.

23. Maintain dual pathways: support both local inclusion and dignified return. Develop information, counselling, and logistical support for beneficiaries considering return to Ukraine, while continuing to invest in long-term inclusion in Romania.

Programmatic Recommendations - Monitoring, Evaluation and Learning (MEL)

24. Develop outcome-oriented indicators across program areas. Move beyond output counts (e.g., number of classes) toward measuring actual change (e.g., language progression, transition to formal school, income access).

25. Track progression and drop-out rates. Systematically collect data on enrolment, attendance, and completion for education and livelihoods programmes and reflect it on reports.

e) JRS Poland - Poland

Strategic and Institutional Recommendations

1. **Develop a multi-year strategic plan grounded in a clear institutional vision for JRS Poland.** JRS Poland should undertake an internal strategic reflection to clarify its medium/long-term role in a context of protracted displacement and heightened regional risk. This process should articulate the outcomes the organisation seeks to contribute to, the populations it prioritises, and the balance between emergency preparedness, protection, integration, and longer-term resilience. The strategy should define core services that remain essential (e.g. shelter, psychosocial support, legal accompaniment), identify pathways where autonomy and integration are progressively reinforced (education, livelihoods, social participation), and clarify how public institutions, or partners may assume or complement their intervention over time, especially with

regards to housing. Clear communication and expectation-management with beneficiaries should accompany this process, aligning support with realistic timelines and dignity-based transitions.

2. **Strengthen emergency preparedness and contingency planning.** Given Poland's exposure to geopolitical risk and its role as a frontline host country, JRS Poland should develop a preparedness framework covering potential escalation scenarios, including new refugee influxes or security deterioration. This should include predefined referral pathways, surge staffing plans, staff and volunteer training (including Psychological First Aid), shelter admission protocols, and minimum data-management standards to reduce reliance on improvisation during future emergencies.

3. **Reinforce institutional systems and reduce reliance on key individuals.** Operational resilience would be strengthened by formalising procedures that currently depend on individual expertise, particularly in legal assistance, shelter management, and psychosocial support. Standardised tools for vulnerability assessment, admission and exit decisions, referrals, and follow-up should be introduced to reduce ethical strain, ensure consistency across locations, and mitigate burnout risks linked to staff turnover.

4. **Strengthen monitoring, learning, and accountability systems.** JRS Poland should introduce light but robust outcome-tracking tools across Protection, Promotion, and Integration, moving beyond participation data toward documented change. This includes creating a structured Theory of Change for JRS's intervention in Poland and monitoring tools like pre/post measures where feasible, regular satisfaction tools, focused FGDs, and accessible feedback and complaint mechanisms. Strengthening internal learning loops would support programme adaptation, transparency, and evidence-based donor dialogue.

Programmatic Recommendations - Welcome

5. **Strengthen preparedness and early-response protocols for future influxes.** While JRS Poland's early response benefitted from strong commitment, flexibility, and rapid mobilisation, the absence of predefined emergency protocols increased reliance on improvisation and individual initiative during the initial phase. JRS Poland should develop a *Welcome* preparedness package including surge staffing plans, basic standard operating procedures (SOPs), emergency referral pathways, data-collection templates, and minimum coordination mechanisms across locations. This would improve consistency, reduce staff burden, and allow faster scale-up in the event of renewed large-scale displacement.

6. **Strengthen humanitarian preparedness within Jesuit structures involved in early response.** The initial *Welcome* response relied heavily on Jesuit houses, parishes, and volunteers who mobilised rapidly but often without prior humanitarian training. Introducing basic training on humanitarian principles, protection, Psychological First Aid, and referral mechanisms would improve response quality, reduce staff and volunteer strain, and ensure greater consistency in future emergencies.

7. **Formalise early orientation, legal information, and referral pathways.** *Welcome* support would be strengthened by systematising the initial orientation phase for newly arrived refugees. This includes clear information packages on legal status, access to services, schooling, healthcare, and housing options, alongside structured referrals to internal services (Protection, Promotion, Integration) and external actors. Greater standardisation would reduce confusion, improve continuity of support, and prevent early protection gaps.

8. **Invest earlier in staff care, training, and supervision during emergency phases.** *Welcome* activities placed staff and volunteers under significant emotional and operational strain, particularly in the absence of early MHPSS and Psychological First Aid training. Future responses should include early investment in staff care, supervision, and clear role definitions, recognising that staff are both responders and, in some cases, affected by displacement dynamics themselves.

Programmatic Recommendations - Protection

9. **Clarify the protection mandate and targeting framework for shelter support.** As displacement becomes protracted, JRS Poland should clarify whether shelters such as Magis House function primarily as crisis-response mechanisms or as longer-term protection solutions. Admission and prioritisation should be increasingly based on vulnerability and protection need rather than nationality alone, in line with humanitarian principles and staff-reported ethical tensions.

10. **Develop structured exit and transition pathways for shelter residents.** While avoiding forced exits remains appropriate, clearer pathways are needed for residents with stable income and employment. This includes proactive case management, relocation support to alternative housing (including outside central locations), and structured coordination with public housing, social services, and elder-care institutions to support the handover to public institutions to really achieve a sustainable solution. This would help ensure that highly subsidised, centrally located shelter places remain available for those with the highest protection needs.

11. **Balance cost-sharing with protection safeguards.** The introduction of partial cost-sharing at Magis House reflects a transition toward autonomy and sustainability. However, clearer criteria are needed to ensure that financial contributions do not unintentionally shift the burden of response onto households still facing unresolved displacement. Continued subsidies for high-vulnerability profiles, transparent exemption mechanisms, and time-bound contribution frameworks would strengthen equity and legitimacy.

Programmatic Recommendations Caritas project and General Programme- Promotion

12. **Introduce clearer outcome frameworks for child-focused educational activities.** Educational and creative activities for children would benefit from clearer objectives, progression pathways, and basic outcome monitoring. Stronger articulation with schools, school psychologists, and educators would allow JRS support to function as targeted complementary assistance rather than a parallel system. Improve equity and progression within adult language education.

13. **High demand and limited capacity continue to restrict access to Polish language courses.** JRS Poland should strengthen vulnerability-based selection, expand progression to higher levels (B2), and review internal limitations on course repetition for learners ready to advance. Hybrid or modular formats could help mitigate barriers faced by caregivers, people with irregular work schedules, or financially precarious households.

14. **Strengthen the linkage between *Promotion* and livelihoods outcomes.** Language learning and skills development should be more explicitly connected to employment pathways. This includes structured job-search support, career guidance, employer engagement, and referral to vocational or certification opportunities. Conducting a labour-market assessment would help align course offerings with realistic employment prospects, including remote and online work.

Programmatic Recommendations - Integration

15. **Develop a clear operational definition and measurement framework for “integration.”** JRS Poland should articulate what integration means within its programming, covering dimensions such as language proficiency, participation in public life, social connections with host communities, legal stability, and

sense of belonging. A limited set of indicators, tracked consistently over time, would improve analytical clarity and programme adaptation.

16. **Move beyond refugee-only spaces toward more intentional host-community engagement.** While intra-community bonding among refugees is a strong outcome, more structured interaction with Polish host communities is needed to foster coexistence. Partnerships with local associations, schools, cultural institutions, and volunteer groups could support joint activities that reduce social distance and strengthen mutual understanding.

17. **Improve documentation of host-community outcomes and awareness-raising effects.** Current evidence of increased awareness and empathy relies mainly on activity outputs. JRS Poland should explore simple tools to capture host-community perceptions and changes over time, strengthening advocacy and demonstrating broader social impact.

18. **Address participation gaps, particularly among working-age men.** Integration spaces remain dominated by women and older adults. Developing targeted formats and schedules for working-age men would support more inclusive integration outcomes and reduce gendered participation imbalances.

f) Capacity Building - Multi country

Recommendations to JRS Europe, JRS International Office, and the Xavier Network

1. **Define explicit Capacity Building objectives and success criteria from the outset of emergency responses.** The evaluation finds that Capacity Building under The One Proposal was impactful, but not guided by clearly articulated objectives or measurable indicators. The programme's flexibility and collaborative approach, allowing country offices to shape initiatives according to context and asking firsthand about capacity needs, was highly valued but is not incompatible with establishing objectives and clear success indicators to assess the extent to which institutional strengthening has been achieved. Future programmes should specify which capacities are expected to evolve, at which levels (regional, national, organisational), and how progress will be monitored over time. This would strengthen strategic coherence, learning, transparency, and accountability.

2. **Establish early and compulsory foundational humanitarian training for all emergency responders at the onset of major crises.** The evaluation shows that in most contexts, critical trainings (humanitarian principles, safeguarding, PFA and MHPSS awareness, boundary-setting, staff care) were introduced after teams were already exhausted and implementation was long initiated, limiting their preventive value. Future large-scale emergency responses should include, within the first weeks, a mandatory foundational training package for all newly recruited staff and volunteers and for those with no previous humanitarian experience. This responsibility should not rest solely with country offices or implementing partners. In acute phases, operational pressure and workload make it highly likely that such trainings will be postponed or deprioritised. Ensuring that these foundations are delivered early must therefore be assumed as a shared institutional responsibility of JRS as a global organisation or Xavier Network with clear triggers, pre-prepared modules, and dedicated resources and monitoring to guarantee implementation.

3. **Introduce the same early foundational humanitarian trainings in contexts at high risk of emergency response to Jesuit structures likely to be mobilised.** Given that Jesuit provinces are consistently activated in emergencies, JRS Europe, IO, and the Xavier Network should proactively train Jesuit actors *before crises occur*. Core trainings should include humanitarian principles and ethics (Do No Harm,

impartiality), role clarity and limits of action, safeguarding minimum standards, basic FPA and MHPSS awareness, boundary-setting, staff self-care, and working under uncertainty. Early exposure would reduce harm, burnout, and ethical strain during acute response phases.

4. **Establish structured internal knowledge transfer and technical backstopping mechanisms for specialised interventions such as Cash and Voucher Assistance (CVA), shelter management and MHPSS.** Some country offices developed complex cash programmes without prior humanitarian experience and reported feeling technically isolated when making key decisions. Similar opinions came from shelter and MHPSS project implementers. Given the expertise available within JRS and Xavier Network globally, future responses should ensure rapid access to experienced peers through designated focal points, mentoring, or peer-review mechanisms. This would reduce operational risk, accelerate learning, and strengthen coherence and quality across country offices.

5. **Strengthen minimum standards for monitoring, data management, and institutional procedures in early-phase responses, particularly in newly established or rapidly expanding offices.** Several pieces of evidence from country offices highlight gaps in beneficiary counting, monitoring systems, data protection and vulnerability analysis, especially but not only during the first year of implementation. JRS Europe and IO should define a *light but compulsory institutional training* for these areas that can be rapidly deployed during emergencies.

6. **Explore the systematization of the most meaningful institutional Capacity Building initiatives for cross-context learning.** The evaluation identifies transformative initiatives, such as the creation of JRS Poland, the shift of JRS Ukraine from shelter provision to a full humanitarian NGO, the scale-up and spatial transformation of JRS Romania, and the consolidation of JRS Hungary, but these are not systematized and documented in depth. A dedicated learning and systematisation process would allow these experiences to inform future emergency responses in other contexts.

7. **Invest earlier and more systematically in country-level fundraising and institutional sustainability capacity.** The evaluation shows that early funding abundance reduced incentives to build fundraising capacity, increasing vulnerability when emergency funding declined. Future initiatives, especially with new or small structures should prioritise early accompaniment on institutional fundraising, donor diversification, and financial autonomy as a core element of Capacity Building.

8. **Communicate more clearly to country offices the expected lifecycle of emergency responses.** Country offices should be supported to anticipate that organisational scale may increase rapidly while funding may later decrease, even if needs persist. Explicit communication and scenario planning would support more sustainable staffing, space, and programme decisions.

g) Institutional Coordination

1. **Preserve donor trust while introducing structured flexibility.** While it is fully understandable and necessary to respect donor preferences and earmarking conditions, future emergency frameworks should explore the possibility of reserving a defined percentage of the budget for vulnerability-based assistance,

regardless of nationality. This would allow programmes to respond to equally vulnerable individuals on the ground without creating ethical tensions, reporting distortions or uneven assistance packages.

2. **Increase awareness of the Xavier Network emergency system.** Evidence from this evaluation indicates that awareness of the Xavier Network and its emergency coordination architecture is not consistently widespread, even among some Jesuits in Europe. Proactive institutional briefings before future emergencies would help ensure that provinces understand the existing coordination mechanisms, reducing fragmentation and enabling faster, more coherent mobilisation.

3. **Reduce the risk of parallel fundraising initiatives among provinces.** While recognising provincial autonomy and the diversity of actors within the Jesuit world, future crises should include early and proactive communication encouraging alignment with the common coordination framework. Clear messaging at the outset, particularly from recognised leadership bodies, can help minimise fragmentation, discourage parallel fundraising channels and reinforce the value of collective mobilisation.

4. **Improve partner due diligence processes.** Formalise alignment and mandate compatibility assessments before partnership approval, including vulnerability targeting commitments and monitoring clauses.

5. **Develop a comprehensive Theory of Change.** JRS Europe should articulate a clear programme-wide Theory of Change differentiating objectives, outcomes, outputs and indicators at each level. This would strengthen results orientation and strategic coherence. Strengthen collective learning systems. Move from activity reporting toward structured impact analysis and cross-country comparative learning mechanisms.

6. **Introduce baseline and outcome measurement where feasible.** Even in emergency contexts, selected components (e.g. integration, livelihoods, education) should include baseline data and comparative outcome tracking.

7. **Invest early in coordination staffing.** Ensure rapid recruitment of dedicated coordination, finance and compliance staff in the first weeks of major emergencies to reduce risk exposure and management overload.

8. **Institutionalise beneficiary participation mechanisms.** Strong engagement emerged organically in the Ukraine context, although uneven across countries. Future responses should deliberately include structured feedback, co-design and accountability components to ensure participation is programmatically embedded rather than context-dependent.

9. **Strengthen early advocacy and political positioning.** While JRS Europe progressively reinforced communication and advocacy efforts over time, structured advocacy was not clearly embedded within the original framework of The One Proposal. As a result, opportunities for early narrative shaping, policy influence and public positioning were limited during the critical initial phase. Future emergency responses may explore integrating an explicit advocacy and influence component from the outset, linking operational evidence to communication strategy and policy engagement, to ensure the network not only delivers services but also actively shapes the broader humanitarian and political discourse.

Annexes

1. List of Tables and Figures

- Figure 1: Gender distribution in JRS Ukraine survey
- Figure 2: Respondent Distribution by Length of Stay (Ukraine)
- Figure 3: Respondents' feedback on JRS treatment
- Figure 4: Beneficiaries feedback on JRS quality service
- Figure 5: Beneficiaries feedback on impact of JRS holistic shelter model
- Figure 6: JRS basic needs program impact
- Figure 7: Mental Well-being Improvement: 2024 vs 2025. JRS Ukraine
- Figure 8: Impact of Assistance on Legal Processes - JRS Ukraine
- Figure 9: Impact of JRS Education Activities on children
- Figure 10: Impact of JRS Education Activities on children (Caritas)
- Figure 11: Drawing made by a girl during art-based PSS sessions - Lviv
- Figure 12: Meaningful relationships built through JRS - Ukraine
- Figure 13: Feeling of integration reported by respondents - JRS Ukraine
- Figure 14: Gender distribution in Family Help Center survey
- Figure 15: Respondent Distribution by Length of Stay (Slovakia)
- Figure 16: Respondents' feedback on FHC treatment
- Figure 17: Beneficiaries feedback of FHC support on basic needs
- Figure 18: Broader protective and social effects of *Eco-social Wardrobe*
- Figure 19: Mental Well-being Improvement: 2024 vs 2025
- Figure 20: FHC contribution to Mental Well-being Improvement
- Figure 21: Benefits in children attending Learning Help Assistance reported by parents
- Figure 23: Meaningful relationships built thanks to FHC support
- Figure 25: Gender and age distribution in JRS Hungary survey
- Figure 26: Respondent Distribution by Length of Stay (Hungary)
- Figure 27: Respondents' feedback on JRS Hungary Orientation upon arrival
- Figure 28: Respondents' feedback on JRS Hungary treatment
- Figure 29: JRS Hungary Main Impacts of Support Duration on Avoiding Harmful Coping Strategies
- Figure 30: Mental Well-being Improvement: 2024 vs 2025. JRS Hungary
- Figure 31: Impact of Assistance on Administrative Processes
- Figure 32: Refugee children supported by JRS are reported feeling more engaged in school
- Figure 33: Child Hungarian Language Proficiency reported by parents in the survey
- Figure 34: Impact of JRS language courses
- Figure 35: Meaningful relationships built through JRS
- Figure 36: Gender distribution in JRS Romania survey
- Figure 37: Respondent distribution by length of stay (Romania)
- Figure 38: Respondents' feedback on JRS Romania Orientation upon arrival
- Figure 39: JRS Romania Main Impacts on Avoiding Harmful Coping Strategies
- Figure 40: Beneficiaries feedback of JRS support on basic needs
- Figure 41: Mental Well-being Improvement: 2024 vs 2025. JRS Romania
- Figure 42: Impact of Assistance on Legal Processes
- Figure 43: Impact of Kindergarten in children reported by parents
- Figure 44: Impact of Romanian language courses - Caritas
- Figure 45: Impact of JRS Education Activities (Caritas project) on children
- Figure 46: Impact of JRS language courses - Romania
- Figure 47: Meaningful relationships built through JRS
- Figure 48: Gender distribution in JRS Poland survey
- Figure 49: Respondent Distribution by Length of Stay (Poland)

Figure 50: SWOT: Jesuit early response to Ukrainian emergency in Poland
Figure 51: Respondents' feedback on JRS *Welcome* treatment
Figure 52: Magis House comprehensive Support
Figure 53: JRS basic needs adequacy and quantity
Figure 54: Mental Well-being Improvement: 2024 vs 2025. JRS Poland
Figure 55: Impact of Assistance on Legal Processes - JRS Poland
Figure 56: Impact of Polish language courses
Figure 57: Meaningful relationships built through JRS - Poland
Figure 58: Feeling of integration reported by respondents - JRS Poland
Figure 59: Staff and volunteers numbers over time - JRS Poland
Figure 60: Staff and volunteers numbers over time - JRS Romania
Figure 61: Staff and volunteers numbers over time - JRS Ukraine
Figure 62: Staff and volunteers numbers over time - JRS Hungary
Figure 63: Staff and volunteers numbers over time - FHC Slovakia

2. List of main Acronyms

CO – Country Office(s)
CVA – Cash and Voucher Assistance
ESW – *Eco-social Wardrobe*
EU – European Union
FHC – Family Help Center
HFL – Hungarian as a Foreign Language
HRBA – Human Rights-Based Approach
FGD – Focus Group Discussion
IDPs – Internally Displaced Persons
IO – International Office
JRS – Jesuit Refugee Service
JRSE – Jesuit Refugee Service Europe
MHPSS – Mental Health and Psychosocial Support
NFI – Non-Food Items
NGO – Non-Governmental Organization
PSS – Psychosocial Support
SJ – Society of Jesus
SOPs – Standard Operating Procedures
SWOT – Strengths, Weaknesses, Opportunities, Threats
ToC – Theory of Change
TP – Temporary Protection
UA – Ukrainian / Ukraine
UN – United Nations
WHO – World Health Organization
XN – Xavier Network

3. Theory of Change of Country Offices

THEORY OF CHANGE OF FAMILY HELP CENTER -SLOVAKIA

STRATEGIC OUTCOMES

1. Ukrainian refugees feel **WELCOMED** and treated with dignity

2. Ukrainian refugees feel **PROTECTED**, safe, and their basic needs are met

3. Ukrainian refugees **PROMOTE** their autonomy and personal development

4. Ukrainian refugees feel socially and economically **INTEGRATED** in local communities

INTERMEDIATE OUTCOMES

- 1.1 Refugees understand where and how to access available support and services.
- 1.2 Refugees feel their most urgent needs are met upon arrival
- 1.3 Refugees feel less disoriented and more emotionally settled upon arrival
- 1.4 Refugees perceive the reception process as respectful and humanising.

- 2.1 People regain a sense of physical safety and personal security in their daily lives
- 2.2 People have their basic needs met
- 2.3 Refugees regain emotional stability through reduced psychological distress
- 2.4 Refugees feel legally and administratively supported in navigating their status and rights

- 3.1 Refugee children improve their academic performance and engagement in Slovak schools.
- 3.2 Refugee adults and youth develop confidence in their ability to communicate in Slovakia
- 3.3 Refugees feel more capable of contributing to their own development and future prospects

- 4.1 Refugees build meaningful interpersonal relationships with members of the host community
- 4.2 Refugees feel more confident and comfortable participating in social, educational, or cultural spaces.
- 4.3 Refugees develop a sense of belonging and shared identity within the local context.

MAIN PROCESSES

- 1.1.1 People receive timely and accessible information about available services upon arrival
- 1.2.1 People access emergency short term shelter (2 months) and access emergency aid (NFIs, food, hygiene kits)

- 2.1.1 Refugees hosted in Jesuit communities (shelter + food)
- 2.2.1 People access to essential non-food items through the Ecosocial Wardrobe
- 2.3.1 Individual and group psychosocial support (Community-based emotional well-being activities, individual counselling)
- 2.4.1 Legal and health advice and general assistance provided to refugees

- 3.1.1 Learning Help Assistance: Academic tutoring and homework help for Ukrainian children in Slovak schools
- 3.2.1 Slovak Language Courses
- 3.3.1 Livelihood support: convalidation of diplomas, job search assistance, referrals for Slovak language courses, and access to social security

- 4. Common processes:
 - Intercultural food events ("Ukrainian Food Day")
 - Artistic exhibitions co-organized with Slovak and Ukrainian artists, aired on national/local TV.
 - Joint workshops for children and adults (e.g., glass painting, summer camps) that blended recreation, creativity, and socialization.
 - After-school and free-time activities promoting intercultural bonding between Slovak and Ukrainian children.
 - Intentional community-building initiatives between refugee and host communities.

CROSSCUTTING OUTCOME

Implementation partners strengthens its institucional capacity

THEORY OF CHANGE OF JRS HUNGARY - ONE PROPOSAL

STRATEGIC OUTCOMES

1. Ukrainian refugees feel **WELCOMED** and treated with dignity

2. Ukrainian refugees feel **PROTECTED**, safe, and their basic needs are met

3. Ukrainian refugees **PROMOTE** their autonomy and personal development

4. Ukrainian refugees feel socially and economically **INTEGRATED** in local communities

INTERMEDIATE OUTCOMES

1.1 Refugees understand where and how to access available support and services.
1.2 Refugees feel less disoriented and more emotionally settled upon arrival
1.3 Refugees experience a dignified and stable initial accommodation or transit process during their arrival phase
1.4 Refugees perceive the reception process as respectful and humanising.

2.1 People regain a sense of physical safety and personal security in their daily lives
2.2 People have their basic needs met
2.3 Refugees regain emotional stability through reduced psychological distress
2.4 Children with special needs receive appropriate support for their development
2.4 Refugees feel legally, medically and administratively supported in navigating their status and rights

3.1 Refugee children improve their academic engagement, adaptation, and educational continuity.
3.2 Refugee develop confidence in their ability to communicate in Hungarian language

4.1 Refugees develop a sense of belonging and shared identity within the local context
4.2 Refugees build meaningful interpersonal relationships with members of the host community
4.3 Host communities increase awareness and empathy toward the refugee experience

MAIN PROCESSES

1.1.1 People receive timely and accessible information about available services upon arrival (multidisciplinary refugee centre; mobile team outreach ; long-term support line (call center emails etc)
1.3.1 Provision of transit and other types of transport.
1.3.2 Provision of short-term shelter through Jesuit flats, community spaces, and Catholic network (only 2022)

2.1.1 Provision of long-term accommodation in flats and dormitories, with partial financial support schemes
2.2.1 Provision of essential NFIs (hygiene kits, food, winter items, children's needs, etc.)
2.2.2 Voucher-based system to purchase with dignity and flexibility.
2.3.1 Individual and group psychosocial support (adults and children); mental health sessions, training for mentors and educators on MHPSS; Community programmes
2.4.1 Special education support for children with disabilities.
2.4.2 Unaccompanied minors access emotional and social support
2.5.1 Legal and social counselling (information guides; referrals; translation; transport to access health

3.1.1 Hungarian language classes; Life skills and language camps, tutoring, scholarships, IT tools; school mentoring; enrolment accompaniment; parental workshops; early childhood materials.
3.1.2 Teacher training on inclusion and refugee needs
3.2.1 Online and offline Hungarian language courses for adults and children.
3.2.2 Distribution of Hungarian as a foreign language for children books (2 levels)
3.2.3 Unaccompanied minors access emotional and social support

4. Common processes:

- Organisation of intercultural and creative workshops, camps, and free-time activities.
- Christmas and handcraft workshops engaging refugee families and locals.
- Creation of refugee-led awareness videos and publications.
- Development of media content (statements, interviews, articles) to highlight refugee perspectives.

CROSSCUTTING OUTCOME

Implementation partners strengthens its institutional capacity

THEORY OF CHANGE OF JRS UKRAINE- ONE PROPOSAL

STRATEGIC OUTCOMES

1. Ukrainian IDPs feel **WELCOMED** and treated with dignity

2. Ukrainian IDPs feel **PROTECTED**, safe, and their basic needs are met

3. Ukrainian IDPs **PROMOTE** their autonomy and personal development

4. Ukrainian IDPs feel socially and economically **INTEGRATED** in local communities

INTERMEDIATE OUTCOMES

1.1 IDPs understand where and how to access available support and services.

1.2 IDPs feel their most urgent needs are met upon arrival and/or for transit (food, NFIs and transport)

1.3 IDPs experience a dignified and stable initial-urgent accommodation process during their arrival phase

1.4 IDPs feel less disoriented and more emotionally settled upon arrival

1.5 IDPs perceive the reception process as respectful and humanising.

2.1 People regain a sense of physical safety and personal security in their daily lives

2.2 People have their basic needs met

2.3 IDPs regain emotional stability through reduced psychological distress

2.4 IDPs feel legally, medically and administratively supported in navigating their status and rights

3.1 IDPs children improve their academic engagement, adaptation, and educational continuity

3.2 IDPs feel more capable of contributing to their own development and future prospects

3.3 IDPs youth access opportunities for higher education

4.1 Refugees develop a sense of belonging and shared identity within the local context

4.2 Refugees build meaningful interpersonal relationships with members of the host community

MAIN PROCESSES

1.1.1 Provision of information to refugees on available services, shelter, etc. upon arrival in the shelter or in Lviv area

1.2.1 Food parcels and, emergency NFI distributed to IDPs in transit in the first months of the conflict

1.2.2 Provision of transport to the border with Poland and/or to Krakow

1.3.1 Provision of short-term shelter and hygiene facilities (for 1-5 days) in shelter in Lviv

2.1.1 Provision of private, mid-to-long-term accommodation for families in two shelters (Lviv and Briukhovychi).

2.1.2 Installation of generators and essential equipment in JRS and public shelters.

2.2.1 Daily provision of meals, hygiene items, and essentials to JRS shelter residents.

2.2.2 Distribution of vouchers or food parcels and NFIs to IDPs outside JRS shelters.

2.3.1 Regular psychological support visits for adults and children by professionals (e.g. ROCADA/UNHCR).

2.3.2 Recreational and wellbeing activities for children in shelters

2.4.1 Legal, administrative and referral support to access rights,

2.4.2 Medical care via on-site check-ups, hospital referrals, and specialized support for children with specific health needs.

3.1.1 Provision of digital learning support (tablets, internet, study spaces) to allow children in shelters to continue online education from their schools of origin.

3.1.2 Support for school enrolment and integration into local education systems for long-term shelter residents.

3.1.3 Establishment of two child-friendly learning spaces for structured support for homework, online classes, and creative activities.

3.1.4 English classes

3.1.5 Ukrainian language speaking clubs (

3.1.6 Ukrainian language clubs for mothers

3.1.7 Distribution of school kits

3.2.1 Employment counselling and referrals

3.2.2 Ukrainian speaking clubs both mothers and elderly women,

3.3.1 Provision of scholarships to university students residing in shelters to support their academic continuity and future plans

4.1.1 Organization of integrational activities for shelter residents and IDPs living elsewhere, aimed at fostering social cohesion, peer connection, and a sense of belonging in host communities.

4.1.2 Promotion of sustained community engagement and local networking through participation in JRS-led or partner initiatives, allowing IDPs to connect with local institutions, services, and neighbors.

THEORY OF CHANGE OF JRS ROMANIA - ONE PROPOSAL

STRATEGIC OUTCOMES

1. Ukrainian refugees feel **WELCOMED** and treated with dignity

2. Ukrainian refugees feel **PROTECTED**, safe, and their basic needs are met

3. Ukrainian refugees **PROMOTE** their autonomy and personal development

4. Ukrainian refugees feel socially and economically **INTEGRATED** in local communities

INTERMEDIATE OUTCOMES

- 1.1 Refugees understand where and how to access available services.
- 1.2 Refugees experience a dignified and stable initial-urgent accommodation process during their arrival phase
- 1.3 Refugees feel their most urgent needs are met upon arrival and/or for transit (food, NFIs and transport)
- 1.4 IDPs feel less disoriented and more emotionally settled upon arrival
- 1.5 IDPs perceive the reception process as respectful and humanising

- 2.1 Refugees regain a sense of physical safety and personal security in their daily lives
- 2.2 People have their basic needs met
- 2.3 Refugees regain emotional stability through reduced psychological distress
- 2.4 Refugees feel legally, medically and administratively supported in navigating their status and rights

- 3.1 Refugee children improve their academic engagement, adaptation, and educational continuity
- 3.2 Refugees feel more capable of contributing to their own development and future prospects
- 3.3 Refugees find income generation activities

- 4.1 Refugees build meaningful relationships with locals
- 4.2 Refugees participate in social or cultural spaces.
- 4.3 Refugees develop a sense of belonging and shared identity within the local context.
- 4.4 Host communities increase awareness and empathy toward refugees

MAIN PROCESSES

- 1.1.1 Establishment of Multidisciplinary-reception centres and call lines with Ukrainian-speaking staff.
- 1.1.2 Periodical family visits and guidance/information/social counselling/accompany.
- 1.1.3 Needs assessments performed
- 1.2.1 Support for temporary private housing (rent, utilities, agency fees) for families.
- 1.2.2 Provision of one time financial instalments for urgent housing needs.
- 1.3.1 Financial assistance to cover basic needs.
- 1.3.2 Free transportation support (travel tickets) for those in transit.

- 2.1.1 Provision of long-term accommodation in private apartments, with support for rent, utilities, and agency fees
- 2.1.2 Support for housing through counselling, help families secure apartments and manage rent and utilities.
- 2.2.1 Distribution of vouchers, food, NFI and monthly financial assistance (Romania and Ukraine)
- 2.2.2 Transport reimbursements
- 2.2.3 Material support provided through JRS charity shops and donated goods
- 2.3.1 Individual and group counselling provided by psychologists. Referrals made to specialized services and external support networks.
- 2.4.1 Legal counselling (some court representation). Referrals. Subsidized fees. Legal aid supported through a lawyer network and coordinated communication
- 2.4.2 Healthcare support: weekly medical consultations (Regina Maria Clinic and paediatrician), subsidised services, referrals, and health education sessions including first aid and emergency response training

- 3.1.1 ECE support through friendly classrooms child-friendly spaces for kindergarten-aged Ukrainian children in JRS offices and shelters.
- 3.1.2 Financial support for kindergarten, school, and university attendance (including clothing, materials, and fees).
- 3.1.3 Remedial and language through JRS Education hubs
- 3.1.4 Access to Romanian and English language courses tailored for children.
- 1.1.5 Provision of IT equipment (e.g. tablets) to support children's access to online schooling.
- 3.1.6 Remedial classes for students
- 3.1.7 Special activities to parents (bonding)
- 3.1.8 Life skills courses for children and adolescents
- 3.1.9 Guidance for enrolment in school, courses and govt. aid
- 3.2.1 Romanian and English language classes provided for adults
- 3.2.2 Skills training (IT, digital literacy, VT), sessions on creating income-generating activities, job search, mentoring, networking.

Common activities:

- Intercultural and wellbeing, recreational activities
- Awareness and advocacy efforts included public communication through press interviews, social media statements, public events, and participation in national coordination mechanisms.

THEORY OF CHANGE OF JRS POLAND - ONE PROPOSAL

STRATEGIC OUTCOMES

1. Ukrainian refugees feel **WELCOMED** and treated with dignity

2. Ukrainian refugees feel **PROTECTED**, safe, and their basic needs are met

3. Ukrainian refugees **PROMOTE** their autonomy and personal development

4. Ukrainian refugees feel socially and economically **INTEGRATED** in local communities

INTERMEDIATE OUTCOMES

- 1.1 Refugees understand where and how to access available services.
- 1.2 Refugees experience a dignified and stable initial-urgent accommodation process during their arrival phase
- 1.3 Refugees feel their most urgent needs are met upon arrival and/or for transit (food, NFIs and transport)
- 1.4 IDPs feel less disoriented and more emotionally settled upon arrival
- 1.5 IDPs perceive the reception process as respectful and humanising

- 2.1 Refugees regain a sense of physical safety and personal security in their daily lives
- 2.2 People have their basic needs met
- 2.3 Refugees regain emotional stability through reduced psychological distress
- 2.4 Refugees feel legally, medically and administratively supported in navigating their status and rights

- 3.1 Refugee children improve their academic engagement, adaptation, and educational continuity
- 3.2 Refugees feel more capable of contributing to their own development and future prospects
- 3.3 Refugees find income generation activities

- 4.1 Refugees build meaningful relationships with locals
- 4.2 Refugees participate in social or cultural spaces.
- 4.3 Refugees develop a sense of belonging and shared identity within the local context.
- 4.4 Host communities increase awareness and empathy toward refugees

MAIN PROCESSES

- 1.1.1 Provision of translation and tailored information through printed materials, phone and in-person support, group sessions, messenger groups, and cooperation with public institutions
- 1.2.1 Provision (or referral) of temporary shelter through Jesuit facilities, parish networks, local families, public institutions, Biedronka Foundation etc.
- 1.3.1 Distribution of food parcels and Biedronka food vouchers to vulnerable and newly arrived refugees.
- 1.3.2 Provision of essential items through two charity shops.
- 1.3.3 Safe transport services, including border pick-ups, hospital visits, and relocation support using dedicated JRS vehicles.

- 2.1.1 Long-term shelter provided in Jesuit houses in Gdynia, Warsaw, and Poznań + financial support.
- 2.1.2 Referral for housing through public institutions and local networks
- 2.2.1 Distribution of food, clothes, medicine, and vouchers to vulnerable groups (e.g. elderly, caregivers, people with disabilities)
- 2.3.1 Individual and group therapy sessions coordinated with specialized clinics and across multiple cities.
- 2.3.2 Referrals to MHPSS services and coverage of consultation costs when needed.
- 2.3.3 Psychosocial workshops and cultural activities to foster emotional recovery and social cohesion.
- 2.3.4 Training for refugees and staff on MHPSS
- 2.4.1 Healthcare support, coverage of expenses, referrals, accompaniment,
- 2.4.2 Legal support provided through consultations, documents, translations, and remedies, awareness activities
- 2.4.3 Administrative support for accessing state and social services (especially for elderly)

- 3.1.1 Scholarships and school materials provided to refugee children (books supplies)
- 3.1.2 Educational support through day-care centers, friendly classrooms, and kindergartens
- 3.1.3 Access to after-school creative activities and IT courses
- 3.1.4 English-language club
- 3.2.1 Regular Polish and English language courses including intensive summer programs and speaking clubs.
- 3.2.2 Individual and group support for CV preparation, job interviews, and online tools complemented by coworking spaces.
- 3.3.1 Labor market integration support through vocational training, career coaching, and employment referrals, with tailored support for job readiness.

- Common activities:
- Regular integration events (e.g. Christmas, Refugee Day, city tour, intercultural fairs) involving both Ukrainians and locals
 - Intercultural groups and clubs
 - School performances and art activities
 - "In Action" Choir, Language Café and Book Clubs,
 - opportunities for refugees to lead or contribute to events
 - Maintenance of active online platforms, national and regional media