UNHCR
The UN Refugee Agency

INNOVATION FOR INDEPENDENCE

Social and Behavioral Change Communications Strategy

This Social and Behavioral Change Communications Strategy, designed in collaboration with Magenta, has been shaped through an inclusive and participatory process. UNHCR acknowledges the integral role of UNHCR Poland staff, whose collaborative efforts have made this strategy a success. We extend our sincere appreciation to all those who contributed to its development, with special thanks to George Ailiotis, Oscar Manuel Sánchez Piñeiro and Aleksandra Samonek for their valuable support and contributions.

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ACRONYMS

SBCC	Social and Behavior Change Communication
UNHCR	United Nations High Commissioner for Refugees
WFHH	Women from Female-Headed Households
CSR	Collective Shelter Residents
CS	Collective Shelter
UR	Ukrainian Refugees
BDM	Behavioral Drivers Model
CSO	Civil Society Organization
M&E	Monitoring and Evaluation
FGDs	Focus Group Discussions
SEIS	Socio-Economic Insights Survey
NRC	Norwegian Refugee Council
IG	Instagram (in reference to influencer follower count)

EXECUTIVE SUMMARY

This Social and Behavior Change Communication (SBCC) strategy has been developed as part of a UNHCR initiative to support Ukrainian refugees and residents of collective shelters, as well as women from female-headed households in Poland, in taking steps toward greater independence and inclusion.

The strategy provides a roadmap for designing and implementing communications activities that promote three priority behaviors:

- Ukrainian refugees' residents of collective shelters and women from female-headed households access formal employment.
- Ukrainian refugees residing in collective shelters receive independent housing benefits, including through programs such as "Together toward Independence."
- Ukrainian refugees' residents of collective shelters and women from female-headed households achieve relative fluency in Polish language.

This document is intended to guide implementing partners and stakeholders in developing targeted, insight-driven communication activities. It outlines the behavioral rationale, strategic approach, and the design process for interventions.

Methodology

The strategy was developed through a four-step participatory process:

DEFINE | Identify the specific behaviors most critical to long-term inclusion and self-reliance.

DISCOVER | Conduct consultations, focus groups, and workshops to understand key behavioral barriers and drivers.

DESIGN | Develop a strategic communication approach, messaging framework, and suggested activities informed by evidence.

VALIDATE | Refine the strategy through feedback from a Technical Working Group composed of implementing partners and stakeholders.

Key Behavioral Insights

The behavioral analysis provides insights into the barriers and drivers influencing the adoption of priority behaviors by Ukrainian refugees. The analysis follows the Behavioral Drivers Model (BDM), which categorizes behavioral determinants into psychological, sociological, and environmental domains to inform design and programming. While the findings provide strong direction for the SBCC strategy, it is essential to note that further targeted primary research would help deepen the understanding of the diverse experiences and needs within the refugee population.

While the target audience is already aware of relevant services, they are held back by interconnected barriers that delay or prevent action.

Psychological Drivers

A prevailing sense of temporariness—shaped by temporary protection status, proximity to Ukraine, and pendular movement—leads many to postpone long-term decisions about housing, employment, or education. This is reinforced by fears of negative treatment, low self-confidence, and past experiences that have fostered "learned helplessness"* and status quo bias. These feelings are compounded by limited Polish language skills, which further reduce the perceived ability to act.

* "Learned helplessness" is a psychological condition in which individuals, after repeated exposure to uncontrollable negative events, come to believe they have no power to change their situation—leading them to stop trying, even when change is possible.

Sociological Drivers

Cultural differences in expectations (e.g., around communication or punctuality), mixed peer influences in shelters, and perceived 'hostility' or exclusion from the host community create social discomfort and reduce engagement. In some cases, peers may discourage action, reinforcing hesitation.

Environmental Drivers

Structural challenges—such as limited transportation, childcare, and quality services—make it difficult to take concrete steps. Disparities between urban and rural areas, fragmented information sources, and a mismatch between available jobs or housing and refugees' qualifications further limit opportunities.

These insights underscore the importance of addressing behavioral barriers while recognizing that SBCC efforts must be integrated with broader structural interventions.

Strategic Communications Approach

The communications approach is rooted in the recognition that our target audience faces a shared set of barriers that make independence feel risky, uncertain, or unattainable. **To break this cycle, the strategy focuses on six cross-cutting behavioral barriers:**

1. Perception of high effort for unclear gains.
2. A pervasive sense of transience with intense ambivalence about the future.
3. Fear of negative treatment from landlords, employers, or service providers.
4. Fear of losing the social safety net offered by collective shelters upon leaving.
5. "Learned helplessness"* leading to status quo bias.
6. Limited peer support for taking steps toward independence.

The core creative concept—"Live Here and Now—aims to reclaim the narrative around seeking independence. Through honest, peer-led storytelling by Ukrainian "experts," the campaign acknowledges the weight of these barriers while offering concrete, relatable paths forward. These stories validate real concerns but also demonstrate that small steps can lead to progress and possibility.

Community-Based SBCC Activities

To reinforce the campaign and support change in everyday contexts, the strategy includes five localized SBCC interventions designed to lower psychological barriers, offer social support, and provide links to resources:

- **Fluent Families:** Connects language learning to parenting by integrating practical Polish instruction into school-related routines for caregivers.
- **Paths Forward:** Facilitates peer storytelling sessions to build motivation and normalize challenges in employment, housing, and language acquisition.
- **Roots in Motion:** Uses mobile participatory theatre designed with Roma-led organizations to address community-specific barriers in an engaging, respectful, and culturally resonant format.
- **Shared Journeys:** Establishes mentorship models where individuals who have taken steps toward independence support those who are just beginning their journey.
- **Stories in the Streets:** Brings refugee stories into shared public spaces through visual installations that build empathy, inspire reflection, and offer practical steps.

Each activity is grounded in community structures and routines and designed to complement the campaign's narrative approach. Where possible, service providers will be embedded in these activities to facilitate immediate access to housing, employment, or language learning services.

* "Learned helplessness" is a psychological condition in which individuals, after repeated exposure to uncontrollable negative events, come to believe they have no power to change their situation—leading them to stop trying, even when change is possible.

Dissemination Approach

The campaign will be shared through a wide range of digital and offline touchpoints tailored to audience preferences. This includes Ukrainian-language digital platforms, diaspora-run social media pages, trusted civil society organization (CSO) networks, schools, integration centers, and public spaces such as churches, community gardens, and local businesses. Select Polish media and government platforms will also be used to reach secondary audiences.

These touchpoints were selected not only for reach but also for trust, as our behavioral analysis shows that audiences are more likely to act on information delivered through familiar and respected channels. Influencers, multicultural assistants, and diaspora leaders will also support dissemination.

Implementation & Monitoring

The strategy suggests a four-phase implementation process: planning, pre-production, production, and rollout. A shared monitoring and evaluation framework will track changes in both behavioral drivers and target behaviors. A joint evaluation process, including baseline and end-line assessments, is recommended, alongside a mixed-methods approach to capture both quantitative and qualitative outcomes.

Feedback loops and partner capacity-building will enable adaptation while ensuring that all elements remain aligned with the strategy's objectives.

1. INTRODUCTION

This Social and Behavior Change Communication (SBCC) Strategy has been developed to support the efforts of the Polish Government, the United Nations High Commissioner for Refugees (UNHCR), and implementing partners in enhancing the inclusion of Ukrainian refugees in Poland. **It focuses on three priority behaviors that are essential to achieving greater independence and inclusion:**

- Accessing formal employment.
- Receive independent housing benefits.
- Achieving relative fluency in Polish language.

The strategy identifies both challenges and opportunities for deeper, more sustainable inclusion. In collaboration with MAGENTA, UNHCR is integrating a Social and Behavior Change Communication (SBCC) approach into its broader programming to enhance access to services, resources, and durable solutions.

The strategy draws on best practices in Social and Behavior Change Communication (SBCC) to promote positive behaviors, activate underutilized community assets, shift social norms, and support Ukrainian refugees and the Polish host communities in navigating the path toward independence and inclusion within Polish society.

1.1 Purpose and scope of this document

Purpose

This Social and Behavior Change Communication (SBCC) Strategy serves as a practical guide for government stakeholders, implementing partners, and creative teams involved in designing and delivering communications targeting the Ukrainian refugee community in Poland. Its primary aim is to support the development of impactful and evidence-based SBCC initiatives that foster the adoption of target behaviors and promote inclusion. The strategy aims to inform the development of communication materials and activities that resonate with the target audience and align with broader programmatic objectives.

Scope of the strategy

This report details the process undertaken to identify key barriers and enablers related to the target behaviors addressed by this strategy. It also presents the proposed strategic approach and outlines the interventions designed to foster long-term, sustainable change. The document serves as a foundational guide, offering both justification and strategic direction for future interventions to be implemented by the Polish Government and partner organizations, ensuring alignment and meaningful impact.

Key considerations for implementation

While this strategy serves as a critical foundation, the preliminary key messages and proposed interventions must be tested with the intended target audiences before being piloted and implemented more broadly. In parallel, early identification and allocation of the resources needed to design communication materials and effectively disseminate the proposed interventions will be vital to support the success of the rollout.

Contextual Considerations

While this SBCC strategy is grounded in available evidence and insights, it is important to acknowledge **several limitations and considerations that should inform its use and adaptation:**

- **Assumptions and Evidence Gaps:** This strategy is grounded in a solid foundation of secondary research, including an extensive literature review, consultations with key stakeholders, and focus group discussions (FGDs) with Ukrainian refugees from the target audience. These sources provided valuable insights into the behavioral barriers and supporting factors relevant to our target behaviors. However, due to the absence of large-scale primary research, specific behavioral hypotheses are based on informed assumptions. As such, continued research and direct engagement with affected communities is encouraged to validate further and refine the strategy, ensuring it remains responsive and evidence-informed.
- **Audience-Specific Accessibility:** Certain segments of the target population may not be reached effectively through proposed written or text-heavy communication tools. For these audiences, prioritizing oral and community-based communication methods is essential to ensure inclusivity and accessibility.

- **Message and Intervention Testing:** The messages, channels, and interventions proposed in this strategy are grounded in the insights gathered through research and stakeholder engagement. While they are well-informed and strategically aligned with the identified behavioral drivers, testing with the intended audiences is a critical next step. As with any SBCC content, target audience feedback and iterative refinement are essential to ensure that communications effectively drive the desired behavioral outcomes.
- **Inclusion as a shared responsibility:** While this strategy focuses on specific segments of the Ukrainian refugee population, successful inclusion is not solely the responsibility of refugees. Many of the barriers they face—such as experiences of xenophobia, discrimination, or lack of social cohesion—stem from broader challenges within the host community. Addressing these dynamics requires broader engagement and programming beyond the scope of this strategy, including targeted efforts to foster continued empathy, solidarity, and openness within the host society.
- **Structural Barriers Beyond the Reach of SBCC:** Although SBCC is a powerful tool for influencing behaviors, shifting norms, and improving access to services, it cannot resolve structural issues such as limited housing availability, discrimination, or labor market inaccessibility for individuals with disabilities. These challenges require coordinated policy action, systemic reform, and investment in infrastructure and services that fall outside the scope of this SBCC strategy.

This strategy is intended to be a living document—one that evolves through learning, feedback, and adaptation to ensure it remains responsive to the needs and realities of Ukrainian refugees in Poland.

1.2 Importance of SBCC in refugee inclusion and integration

In complex and evolving refugee response contexts, achieving meaningful change requires more than just the transmission of information—it demands a deep understanding of human behavior, social norms, and the structural factors that influence decision-making. SBCC is a strategic, evidence-based approach that goes beyond awareness raising to address the underlying drivers of behavior at the individual, community, and systems levels. By combining insights from social science, participatory design, and contextual analysis, SBCC enables the development of interventions that are not only persuasive but also empowering, inclusive, and sustainable.

SBCC is grounded in the understanding that knowledge alone is not enough to create change. Human behavior is shaped by a complex interplay of social, cultural, structural, and emotional factors. SBCC approaches these factors holistically, combining informative, persuasive, and participatory methods to foster environments where individuals and communities are supported to make decisions that improve their lives and well-being.

Adaptable and responsive to the context, SBCC is a key driver of sustainable development. It provides a strategic roadmap for engaging target audiences, addressing behavioral barriers, and supporting the adoption of positive practices on a large scale.

1.3 Methodology

A structured methodology is essential in SBCC to ensure that interventions are grounded in evidence, resonate with the target audience, and drive sustainable, positive behavioral change. This section outlines the behavioral framework that guided the development of the strategy as well as the participatory process used to gather insights. A section on additional considerations and limitations is also included.

Process to Design the Strategy

This strategy was developed following a participatory four-phase process as outlined in the visual below.

Phase 1 ('Define') focused on reviewing existing literature and data regarding the priority challenges related to Ukrainian refugees' access to available services, resources, and solutions to improve their inclusion in Poland.

Phase II ('Discover and co-create') combined a participatory workshop with governmental, CSO, and United Nations stakeholders to complement the initial behavioral analysis and identify potential interventions as well as consultations with Ukrainian refugees to collect further insights on the barriers faced as well as involve them in testing potential approaches to key messages. This phase led to the narrowing of the scope of the strategy to three priority behaviors and informed the development of behavioral maps (included in the strategy).

Phase III ('Participatory Strategy Development') was dedicated to designing the approach and interventions of the strategy as well as drafting the different components of the document. Revisions were made based on feedback from the Technical Working Group, which comprises governmental, civil society organizations (CSOs), and United Nations stakeholders.

Phase IV ('Validation, Launch and Dissemination') aimed to validate the strategy during a validation workshop with members of the Technical Working Group. The strategy was finalized and designed before being handed over to the relevant stakeholders for implementation.

Behavioral Framework

The Behavioral Drivers Model (BDM)[1] is a comprehensive conceptual framework used in the situational analysis to unpack the five target behaviors and identify the relevant key common drivers. Developed by UNICEF MENARO, the BDM offers a nuanced framework for understanding how psychological, sociological, and environmental factors collectively influence human behavior. It builds on 25 theories and approaches to behavior change, including the Socio-Ecological Model.*

Using the Behavioral Drivers Model, MAGENTA sought to assess the following factors affecting the target behaviors of Ukrainian refugees in Poland:

Psychological

Internal drivers that persuade or dissuade specific behaviors on an individual level, gathering individual cognitive and emotional drivers, such as cognitive biases, interest, attitudes, self-efficacy, limited rationality, and intent.

Sociological

Drivers related to how an individual interacts with members of their peer group and the broader community. It focuses on how others affect individual thoughts, emotions, and actions, as well as the rules and practices that define and maintain stratification, roles, and power in a society.

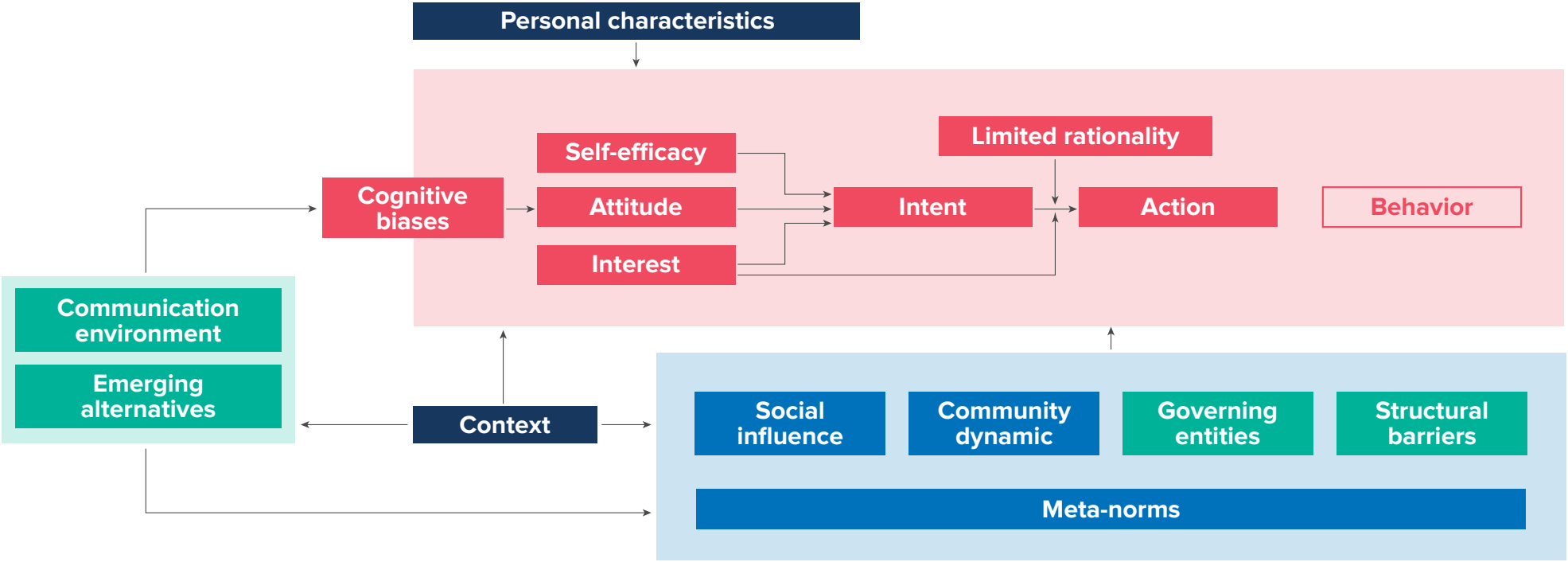
Environmental

Factors related to an individual's structural environment, including the attitudes of governing and state bodies and economic pressures or incentives. It also accounts for the influence of the communication environment and how emerging alternatives are driving change.

This model was used to inform both the behavioral analysis and the design of interventions, ensuring they are evidence-based.

* The following theories and models are integrated into the different drivers of the BDM: Attribution Theory, Behavioral economic theories, Communication for Social Change Model, Community engagement models, Complex Systems Theory, Decision-theoretic model of collective behavior, Diffusion of Innovations Theory, Evolutionary theory of cognitive biases, Flower for Sustained Health, Social theories of gender, Health Belief Model, Ideation Theory, Integrated Behavioral Model, Media effects, Reasoned Action and Planned Behavior Model, Self-efficacy Theory, Social Learning and Social Cognitive Theory, Socio-Ecological Model, Social marketing and community-based social marketing, Social movements, Social Network Theory and orbits of influence, Social norms theories, Sociology of Organizations, Theory of normative social behavior and Transtheoretical Model.

FIGURE 1: Behavioral Drivers Model



2. BEHAVIORAL ANALYSIS

This section provides a comprehensive behavioral analysis that informed the design of the SBCC strategy. It begins with an overview of the situation of Ukrainian Refugees in the country, offering the overall context in which this strategy will be implemented. The analysis then identifies key target behaviors and audiences that will be the focus of the strategy. To further guide the strategy design, behavioral maps illustrate the pathways influencing these behaviors. Finally, the section concludes with an assessment of the media landscape and communication channels accessible to and trusted by the target population.

2.1 Background: Overview of the Ukrainian refugee situation in Poland

As of April 2025, data from the UNHCR indicates that Poland hosts 994,153 Ukrainian refugees. Women represent around 61% of this population, while men account for circa 39%. In terms of age distribution, individuals aged 18 to 59 constitute the majority, representing over half of the refugee population; minors account for around 36%, and 7% of refugees are aged 60 and above. The regions with the highest concentrations of Ukrainian refugees in Poland are the Masovian Voivodeship (218,822), Lower Silesian Voivodeship (117,804), Silesian Voivodeship (99,761), Greater Poland Voivodeship (89,892), and Lesser Poland Voivodeship (87,411).[2]

Based on the socio-economics insights survey of 2024, which surveyed 1290 households (3093 individuals), **we can identify the main characteristics of Ukrainian households in Poland:**[3]

- 67% of households are headed exclusively by women.
- 57% of households have children.
- 77% of households have employed members.
- 10% of households have disabled family members.
- 6% of households live in a collective site.

Employment plays a central role in the economic stability of Ukrainian refugees. According to the Poland SEIS 2024 report, 69% of working-age refugees are employed primarily in formal roles.[4]

Housing arrangements reflect self-reliance, with 61% living independently and only 6% residing in collective housing sites.[5] Income sources vary, with 61% relying on employment in Poland and 47% benefiting from social protection programs.[6] 22% reported still benefiting from Ukrainian social protection systems (including pensions and other forms of assistance).[7]

Vulnerable sub-groups

Within the Ukrainian refugee population, several vulnerable subgroups can be identified. Firstly, collective shelter residents. According to governmental data on collective site demographics (as of September 2024)[8], 978 sites are hosting 31,356 individuals, with half of them being paying residents. Residents exempt from payment include recent arrivals or individuals belonging to vulnerable groups such as single mothers, seniors, and people with disabilities. While this existing data offers valuable insights, it likely does not fully represent the total number of residents of collective shelters. Indeed, as pointed out in research conducted by the Foundation ToProste[9], there are no reliable sources on the exact number of active collective shelters, as official records only account for shelters financed by the government.[10] Consequently, there is a lack of comprehensive data on the total number of locations where these shelters are localized.[11] After imposing legislative changes in 2024, many collective shelters were closed or relocated to peripheral areas.[12]

There are gaps when it comes to reliable data on Ukrainian refugees with disabilities in Poland. An estimate of the number of Ukrainian refugees with a disability can be inferred from the approximately 15,000 applications for disability certificates submitted by July 2024.[13] This figure is likely an underestimation, as some refugees with disabilities may not have applied, returned to Ukraine, or moved elsewhere. Among those assessed, 30% were classified with moderate disabilities, 20% with significant disabilities, and 12% with mild disabilities, while 38% of assessments were for children under 16 who received evaluations without a specified degree.[14] Neurological diseases and musculoskeletal disorders were the most common causes of disability (24% each). In terms of employment, 13% of disabled refugees could work in open labor markets, 21% under specific conditions, and 15% were declared incapable of work.[15]

The experience of people with disability or their carers is influenced by several factors, including the severity of the disability at hand and the level of dependence,

their ability to access support, their willingness to forego Ukrainian benefits, as well as whether they could work remotely to increase their opportunities.[16]

Finally, it is estimated that there are approximately 15,000 to 20,000 Roma refugees from Ukraine in Poland.[17] However, there are also significant gaps in the information about Roma refugees, and no further demographic information is available about this group.

2.2 Target audience and target behaviors

This strategy focuses on two particularly vulnerable subgroups within the broader population of Ukrainian refugees in Poland as the target audience: Ukrainian refugees' residents of collective shelters and women from female-headed households.

Firstly, Ukrainian refugees living in collective shelters often face significant barriers to achieving independence. Composed primarily of older people with disabilities and their families, Romas, and mothers with young children, the residents of collective shelters have limited opportunities to access the labor market, which would enable them to access independent housing outside of the collective shelters. Due to caregiving responsibilities and other priorities, they also have fewer opportunities to progress on the Polish language journey. Targeting this group is critical to supporting the transition toward independence and promoting long-term inclusion in Polish society.

Secondly, women from female-headed households also face barriers to accessing services and achieving independence. Many women in this group bear sole responsibility for childcare, income generation, and navigating life in Poland, often without the support of extended family or partners. This can limit their ability to access employment, language learning, housing, and social services. By focusing on this group, the project aims to address specific barriers that hinder their capacity to achieve independence and support their inclusion in the host society.

To support those priority target audiences, the **three target behaviors have been selected to be the focus of this SBCC strategy:**

- Ukrainian refugees' residents of collective shelters and women from female-headed households access formal employment.
- Ukrainian refugees' residents of collective shelters receive independent housing benefits (including through programs such as "Together toward Independence").
- Ukrainian refugees, residents of collective shelters, and women from female-headed households achieve relative fluency in the Polish language.

The selected behaviors are critical enablers of long-term inclusion, independence, and dignity for Ukrainian refugees in Poland. Indeed, Access to formal employment is essential for financial independence, social and economic integration, reducing reliance on temporary aid programs, and securing independent housing, including through initiatives like "Together towards Independence," directly supporting financially collective shelter residents in the first months of their expenses related to moving out of the shelter, creating opportunities for them to fulfill their priorities and be more included in the host society. Finally, achieving relative fluency in Polish language is an important skill that eases access to services and employment, supports the education of their children, and enables participation in the community, making it a key factor in achieving independence and inclusion. Together, these behaviors form a pathway for Ukrainian refugees toward both individual empowerment and broader societal inclusion during their displacement in Poland.

2.3 Behavioral Maps

To understand the different steps that our target audience takes to reach the identified target behaviors, three behavioral maps are presented. It is understood that maps are simplified representations of the process that leads to such behaviors and are intended to focus on the key steps while not being exhaustive.

Each section is composed of a brief introduction to the context for accessing the target behaviors of Ukrainian Refugees in Poland, followed by a behavioral map tailored to our target audience.

Each map is read from the left to the right and is composed of:

- **Phase:** one phase includes one or more steps taken.
- **Step:** each step represents an action taken by the refugee or by a key actor (outside of the refugee's control).
- **Barriers:** obstacles that prevent refugees from reaching the target behaviors are mapped:
  - Against the journey: this barrier is either a cross-cutting barrier that applies to all three priority behaviors or a barrier that applies to all stages of that journey.

- Against one or more phase(s): this barrier applies to the selected phase(s) of the journey

- The barriers are also color-coded based on the BDM, whether they are psychological, sociological, or environmental.

A detailed narrative summary of the Behavioral Analysis, along with a detailed description of the maps, is available in Annex A.

Ukrainian refugees' residents of collective shelters and women from female-headed households access formal employment

Context: Accessing formal employment

Ukrainian refugees in Poland utilize a variety of channels to access job opportunities, reflecting both formal and informal pathways to employment.[18] Many refugees rely on diaspora networks, leveraging platforms such as Telegram, Viber, WhatsApp, Facebook, and word of mouth to find jobs, with employers also using these channels to recruit workers. Personal referrals, such as Polish host families recommending their Ukrainian houseguests for employment opportunities, play a crucial role in the job market. Labor offices offer formal support, including job postings translated into Ukrainian, internships, vocational guidance, and financial assistance for childcare and translation services. However, many refugees remain unaware of these services. Private employment agencies specialize in sectors such as manufacturing and manual labor, often providing technical training and shared-cost accommodations. Additionally, NGOs and CSOs offer tailored employment support, including one-on-one counseling, legal assistance, and events that connect refugees with employers and local communities, thereby further enhancing their access to the Polish labor market.[19]

Ukrainian Refugees in Poland take varied approaches to finding employment, often prioritizing speed and accessibility.[20] Many begin their job search through online platforms, submitting applications without a detailed understanding of the companies. Others seek roles in physical labor, where CVs are not required; instead, they rely on informal recruitment processes, such as direct interviews. Additionally, some refugees turn to personal networks of friends and colleagues for support, using these connections to identify opportunities, navigate formalities, and adapt to their new environment.[21]

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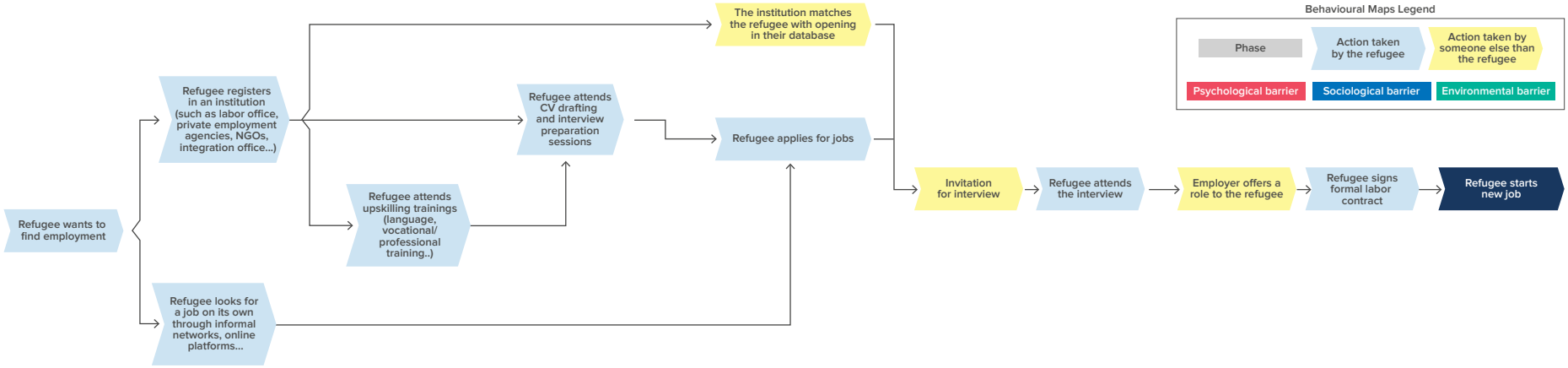
Behavior Map 1: Ukranian refugees' residents of collective shelters and women from female headed households access formal employment



	Motivation	Preparation	Job hunting process	New Job
Cross cutting barriers	Ukrainian refugees experience a sense of temporariness and ambivalent aspirations for the future that affects motivation throughout the process			
	Ukrainian refugees have fears and safety concerns vis a vis the HC			
	As a result of trauma, displacements and negative experiences, Ukrainian refugees display "learned helplessness" which reinforce their status quo bias			
	Limited Polish language skills impact throughout the process			
	Differences in social norms between Ukraine and Poland (including social interactions and work cultures)			
	Tensions influence social interactions			
	Geographic disparities in transportation, services and employment opportunities			
	Fragmented information spaces that give rise to rumors and misinformation			
Additional specific barriers	Perception of high efforts to access employment			
	Individual past experience in the labor market : women's participation in the labor market in Poland may be linked to whether they participated in Ukraine as well			
	Aspiration and identity: qualified refugees await for better employment opportunities more in line with their credentials and self image			
	Fear of discrimination deter applications			
	Limited personal network to support accessing the type of employment opportunities they want			
	Traditional gender roles impact women's demand for childcare or for certain types of jobs (request for part time opportunities)			
	Gendered perceptions of employment opportunities: existing openings may be perceived as "not for women"			
	Different social practices for job hunting and job applications between Ukraine and Poland (more formal processes in Poland versus more informal processes in Ukraine)			
	Issues related to recognition of qualifications			
	Misalignment of employment opportunities with skill sets or availabilities (part time)			
	Limited availability of childcare (spaces and modalities)			
		Negative past experience with service providers	Perceived loss by some employers of Ukrainian refugees (as temporary workers, limiting long term investment in induction and capacity building)	
		Fees and financial penalties taken by private employment agencies	Reported cases of discrimination on the labor market against Ukrainian applicants	
			Reported age discrimination for elderly Ukrainian refugees	
			Compounded discrimination for Roma Ukrainian refugees	
				Limited knowledge about labor rights
				Non compliance with decent work standards
		Labor offices support is limited in practice		

Ukrainian refugees' residents of collective shelters receive independent housing benefits (including through programs such as "Together toward Independence")

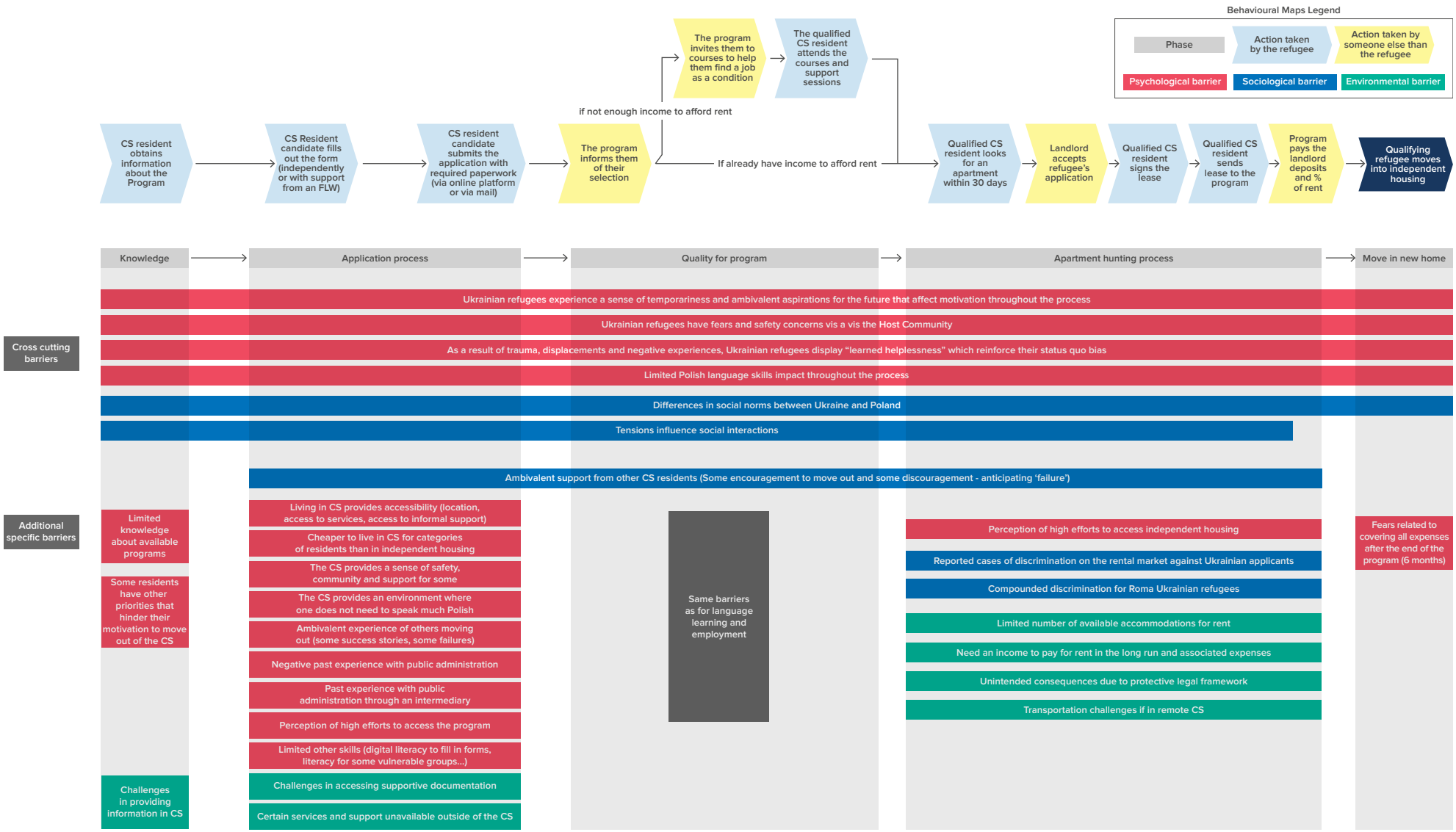
Context: Accessing independent housing

To understand the target behavior, it is essential to understand the context surrounding access to independent accommodation. Indeed, housing remains a critical challenge for Ukrainian refugees in Poland, with access often dependent on personal connections and the goodwill of volunteers. Refugees with pre-existing ties in Poland, such as friends or relatives, had a significantly easier time finding accommodation. These connections provided essential support in securing suitable housing or offered shelter directly. In contrast, those without personal networks largely depended on volunteers and Polish citizens who temporarily opened their homes to them.[22]

However, many refugees faced substantial obstacles and unfair treatment in their search for stable housing. While many hosts and landlords have been supportive of refugees, there have been reports of instances whereby some Polish hosts exploited government financial incentives for hosting refugees, treating them as a source of income rather than offering genuine assistance. Refugees in such situations reported feeling unwelcome and insecure, often being forced to leave. Some refugees encountered challenges such as exploitative practices by landlords were also reported, including withholding security deposits, forcing evictions, and showing reluctance to rent to women with children.[23]

For many, collective shelters became the only option. While these centers provided essential shelter, they were often overcrowded and lacked privacy, making them unsuitable for long-term residence. Vulnerable groups, such as older adults or those with disabilities, faced significant challenges in moving out of these centers to secure independent housing, particularly when compounded by difficulties in the job market.[24]

Behavior Map 2: Ukranian refugees' residents of collective shelters receive independent housing benefits (including through programs such as "Together toward Independence")



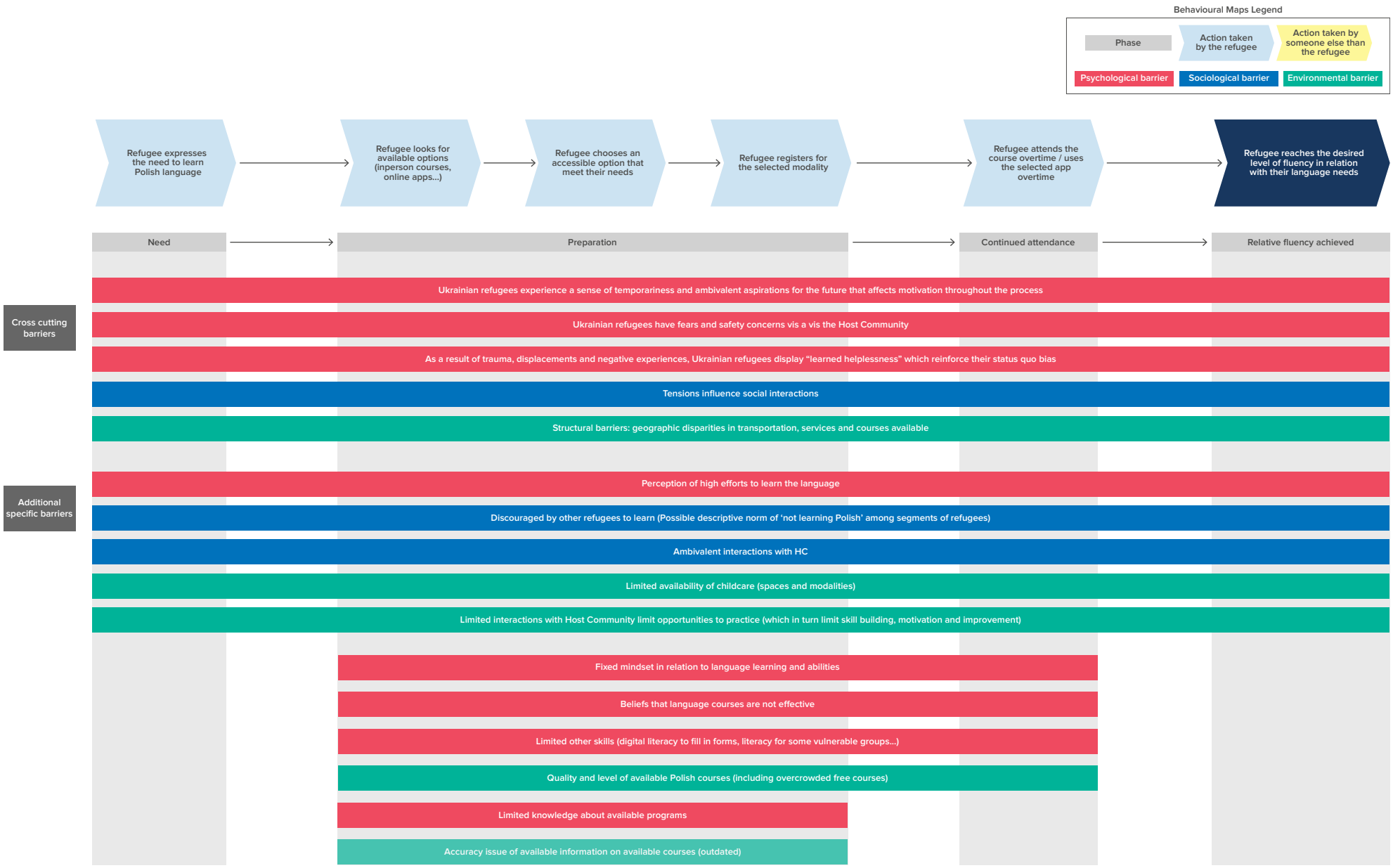
Ukrainian refugees' residents of collective shelters and women from female-headed households achieve relative fluency in Polish language

Context: Achieving relative fluency in Polish language

According to NRC 2022 research, Refugees in Poland receive language courses from a variety of actors, including labor offices, private employment agencies, and NGOs.[25] First, Labor Offices provide free Polish language lessons for unemployed refugees. Additionally, Private Employment Agencies, like Prados in Lublin, offer short-term language courses combined with technical training to prepare refugees for specific roles.[26]

One research provided insights into how refugees approach language learning, and traditional courses are not their primary approach: 19.1% of respondents reported learning Polish through courses or individual tutoring sessions, while 57.8% reported 'self-learning,' and 6.3% already had proficiency in Polish before arriving in Poland. Finally 16.9% reported neither knowing the language nor intending to learn it.[27]

Behavior Map 3: Ukrainian refugees' residents of collective shelters and women from female headed households achieve relative fluency in Polish language



2.4 Media landscape analysis

The media landscape of Ukrainian refugees is dominated by digital platforms, which are significantly more popular than traditional outlets, such as TV, radio, and newspapers, across all age groups. Although online channels play a crucial role in promoting awareness about aid and services in Poland, the issues of misinformation and disorientation in the media sphere are often reported.

Notably, the media environment of refugees is influenced by a range of actors, including Polish and Ukrainian officials, diasporic media initiatives and influencers, Ukraine-based and Polish news organizations, as well as misinformation campaigns by external actors.

A detailed media landscape analysis is available in Annex B.

TABLE 1. Media Landscape

Social media	Media outlets	Humanitarian information platforms
Ukrainian refugee households prefer the following social media platforms for receiving information about available services and aid: ✦ Facebook (38%) ✦ Telegram (37%) ✦ Viber (14%) ✦ Instagram (11%) Channels on these platforms may be community-driven or admin-exclusive publishing.	**Ukraine-based** ✦ Evacuation.city ✦ 24 zakordon **Diaspora-led** ✦ Yavp.pl ✦ Nasz Wybir ✦ UAinKrakow.pl ✦ InPoland.net ✦ Nasza Polsha **Initiatives established in cooperation between local and refugee journalists** ✦ sestry.eu ✦ Ukrainians in Poland ✦ Wprost.Ukraina **Run by Polish public institutions** ✦ Polish radio for Ukraine ✦ Slava TV ✦ Nova Polsha	**City-led** ✦ Since the full-scale invasion, many local authorities in Poland have launched web services for Ukrainian refugees. **Central government-led** ✦ PomagamUkrainie.gov.pl ✦ National hotline ✦ Zielona Linia portal **Humanitarian actors-led** ✦ UNHCR Help Page ✦ Spilnoinpl.org ✦ Mapuj Pomoc

3. STRATEGIC COMMUNICATIONS APPROACH

Drawing on this body of research, we will now outline a cohesive Social and Behavior Change Communication (SBCC) strategy designed to foster meaningful and sustained change. The strategy is presented in a systematic framework, grounded in evidence-based principles, and outlines clear objectives, target audiences, narrative approach, tailored messaging, trusted messengers, and strategic distribution channels.

3.1 Communication Objectives

Overall, our target audience members are already aware of the services we want them to use and the behaviors we want them to adopt (access formal employment, access independent housing benefits, and achieve relative fluency in Polish language). However, they face numerous psychological, sociological, and environmental barriers holding them back from taking the necessary steps toward independence. A multitude of cross-cutting psychological barriers push them to stick with their status quo and contribute to a fear of taking a perceived risk and failing. For many, this reluctance to pursue independence comes from watching their peers struggle or hearing anecdotes of hardship, challenges, and failure from other Ukrainian refugees. Over time, their "learned helplessness"* has intensified, making any difficult task feel not only overwhelming but also pointless.

To maximize our impact, assuming the necessary structural conditions are in place for our target audience, we need to create a profound and long-lasting shift in both our audience's self-efficacy and connection to social structures beyond collective shelters, thereby creating positive momentum for change. We will achieve this by reclaiming the narrative around seeking independence, focusing on six cross-cutting barriers that affect all our audience members and underpin all our target behaviors.

These are:

1. Perception of High Effort for Unclear Gains.
2. Pervasive Sense of Transience with Strong Ambivalence About the Future.
3. Fear of Negative Treatment from Service Providers, Landlords and Employers.
4. Fear of Losing the Social Safety Net Provided by CS Upon Leaving.
5. "Learned Helplessness"* leading to Strengthened Status Quo Bias.
6. Limited Support from Other Refugees for Taking Actions Towards Independence.

3.2 Strategic Framework and Theory of Change

This strategy is guided by a robust, behaviorally informed Theory of Change that demonstrates the connection between interventions, barriers, and target behaviors needed to foster sustainable change.

The behavioral outcome of this strategy is that Women from Female-headed households (WFHH) and Collective Shelter Residents (CSR) take the necessary steps under their control to achieve the target behaviors (to access formal employment to access independent housing benefits and to achieve relative fluency in Polish language).

This theory of change follows a logical sequence: If the planned activities are successfully implemented, they will produce specific outputs, which in turn shift expectations and narratives among our target audience. These shifts will help overcome the identified barriers, leading to changes in pre-behavioral outcomes. As these outcomes improve, they will drive change in the target behaviors, ultimately contributing to the long-term impact. Structural factors that cannot be addressed directly via an SBCC strategy are also represented in the theory of change to acknowledge their role in fostering change.

* "Learned helplessness" is a psychological condition in which individuals, after repeated exposure to uncontrollable negative events, come to believe they have no power to change their situation—leading them to stop trying, even when change is possible.

A visual representation in Annex C: Connecting Research Insights to the Theory of Change illustrates how the key behavioral drivers identified during our analysis directly informed the strategy design, creating a clear link between research insights and practical interventions.

List of acronyms are used in the theory of change:

- WFHH: Women from Female-headed household
- CSR: Collective Shelter Residents
- CS: Collective Shelter
- UR: Ukrainian Refugees

Theory of Change Simplified

While the detailed Theory of Change is presented on the following page, this text-based version offers a clear and accessible overview for readers who may be less familiar with SBCC concepts:

IF:

- Relatable, context-specific stories of WFHH and CSR are identified and collected.
- These stories are adapted and integrated into the Social and Behaviour Change Communication (SBCC) campaign.
- The stories are disseminated through relevant and accessible communication channels.

THEN WFHH and CSR are exposed to stories that:

- Demonstrate that effort toward target behaviors yields positive outcomes.
- Highlight successful actions taken despite the transience of their current situation.
- Depict fair and respectful treatment from employers, landlords, and service providers.
- Reveal the availability of support systems beyond the shelter environment.
- Include actionable, step-by-step examples of success.
- Showcase examples of peer support and mutual aid within the refugee community.

THEN, these exposures lead to a shift in narratives and expectations for WFHH and CSR to:

- Begin to view personal effort as valuable and achievable.
- See transience as a temporary condition that does not prevent action.
- Develop more positive expectations about how they will be treated by service providers and society.
- Anticipate access to support systems and pathways beyond the shelter.
- Believe that taking specific actions can lead to measurable results.
- Reduce fear and “learned helplessness”*.
- Recognize community norms that encourage mutual support.
- Embody those norms to provide support to others.

THEN these shifts result in changes in key behavioral drivers, such that WFHH and CSR:

- Experience increased motivation to act.
- Develop greater self-efficacy and belief in their capacity to succeed.
- Benefit from a more supportive social environment.

* “Learned helplessness” is a psychological condition in which individuals, after repeated exposure to uncontrollable negative events, come to believe they have no power to change their situation—leading them to stop trying, even when change is possible.

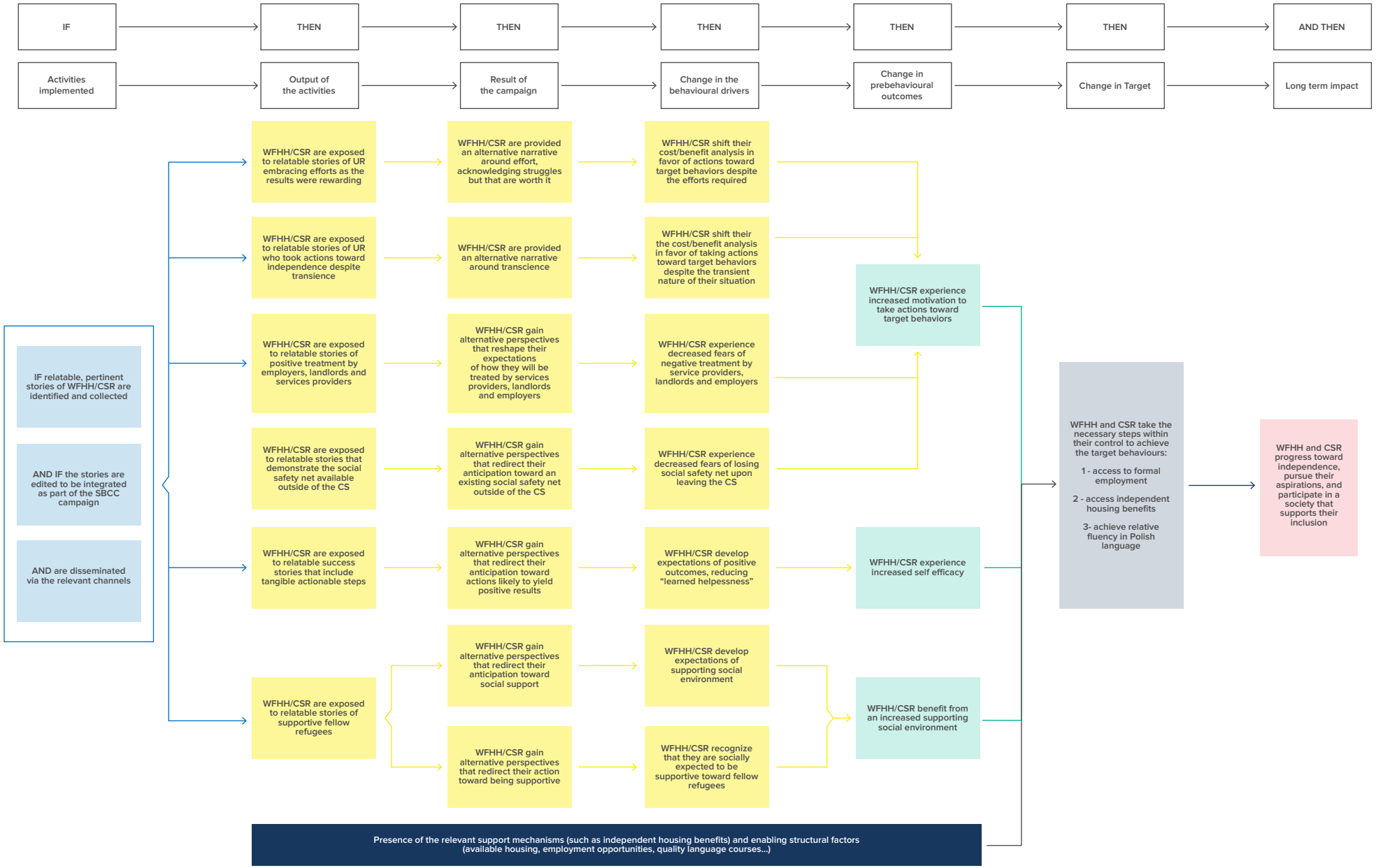
THEN they are more likely to engage in target behaviors,

- Accessing formal employment.
- Accessing independent housing benefits.
- Achieving relative fluency in Polish language.

AND IF structural enablers (such as available housing, employment opportunities, and language training) are present.

THEN, WFHH and CSR will be better positioned to progress toward independence, pursue their aspirations, and actively participate in a society that supports their inclusion.

FIGURE 2: Theory of Change



3.3 Core Creative Idea and Narrative Direction

Narrative

To address the six priority barriers faced by our Ukrainian target audience, this campaign will take an innovative approach: bringing these barriers into the open and using their shared nature as a foundation for connection and transformation (see Figure 3).

The campaign draws its strength from validating these barriers as a common part of the Ukrainian refugee experience. Through honest, multi-format, and emotionally authentic storytelling, we will shift the narrative and reframe the journey toward our target behaviors in a more hopeful and attainable light.

At the heart of this effort are our Ukrainian "experts"—refugees who have faced similar challenges and have taken steps toward greater independence. With a tone that is firm yet compassionate, they will guide their peers by showing that these behaviors are not only possible but deeply worthwhile. Their stories will also highlight the strong community of support that exists along the way.

These experts will also help reframe perceptions of effort. Through their lived experiences, they'll demonstrate that accessing services and support is more manageable than it often appears. Their insights will present these processes in a new, more relatable light—one grounded in small victories and real-life impact.

We won't ignore the pervasive sense of transience, the fear of failure, or the belief that change is too complex to be worthwhile. Instead, we will acknowledge these feelings as normal and widespread—and then demonstrate that meaningful change can begin with small, achievable steps. By celebrating modest wins and showing visible progress, we aim to rebuild our audience's sense of agency and energy to act.

Tagline

The campaign's central message will be captured through a Ukrainian phrase that has gained emotional resonance in recent years:

"LIVE HERE AND NOW"

Жити тут і тепер

Polish Voices and Audience

In addition to the core materials featuring our Ukrainian experts, the campaign will introduce another powerful element: the voices of Polish landlords and employers. These local community members will speak directly to the Ukrainian audience, offering reassurance and encouragement by showing that positive, supportive relationships are not only possible—they are already happening.

This dimension of the campaign serves a dual purpose. While it motivates and reassures the Ukrainian audience, it also provides positive role models for the Polish host community. By showcasing inclusive behavior in action, the campaign can help challenge harmful stereotypes and foster empathy.

To reflect the interconnectedness of these two audiences and promote mutual understanding, we recommend that all materials be produced in both Ukrainian and Polish.

FIGURE 3: Summary of SBCC creative approach

Our campaign will be led by Ukrainian refugees who have already adopted the target behaviours

- Echo and validate the challenges our audience face
- Act as expert˝ who support and guide to achieve desired behaviours

The Ukrainian experts will share their personal hardships as well as modest but meaningful progress they have made in Poland

- This will resonate with our audience to keep things in context and give them a sense of possibility again
- It will also create a sense of community and solidarity beyond their immediate (negative) bubble

Through multiformat storytelling, we will show:

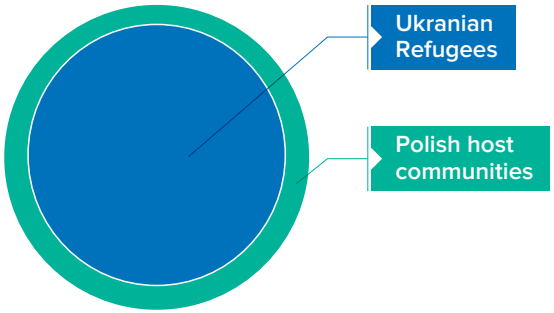
- That transience and ambivalence don't have to stop everything forever
- It is possible – and necessary – to make small changes to improve your current situation and that can lead to important progress for you and family
- Things may be difficult, but you can still make progress and find satisfaction along the way

The materials will predominately feature Ukrainians who are relatable to our target audience, but the Polish host community will also participate and contribute to promote social cohesion

3.4 Target Audience

Our core focus is on Ukrainian refugees in two distinct living situations: those residing in Collective Shelters (CSR) and those living independently in Female-Headed Households (WFHH). However, to meaningfully address the behavioral barriers identified through our research, it is also critical to consider a secondary audience: members of the Polish host community who interact with Ukrainian refugees and influence their journey toward independence.

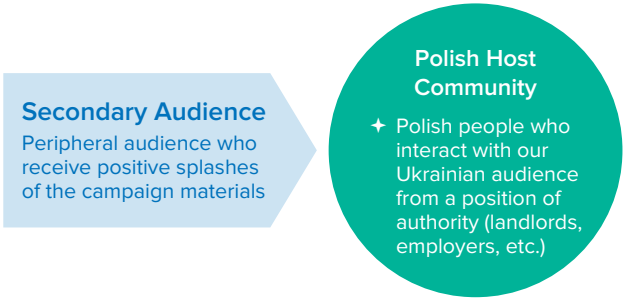
To design tailored campaign messaging, we will treat these groups as our two broad target audiences and explore segmentation within each. As such, our Primary Audience will be Ukrainian refugees, and our Secondary Audience will be members of the Polish host community.



Primary Audience: Ukrainian Refugees

The Ukrainian Target Audience itself falls into two subgroups depending on whether someone is in a Collective Shelter (CSR) or already living independently (WFHH). Within those two divisions, there is further segmentation, which we have identified as follows:

Secondary Audience: Polish Host Communities



The secondary audience for this campaign includes members of the Polish host community who interact with our target Ukrainian refugees. Specifically, we recommend designing SBCC materials for Polish individuals whose decisions directly affect refugees' access to housing and employment—namely, potential landlords and employers. The aim is to encourage welcoming, inclusive, and equitative practices that enable Ukrainian refugees to pursue greater independence.

The objectives for engaging this audience are to:

- Role model supportive behaviors that demonstrate how Polish community members can actively contribute to the inclusion of refugees.
- Reassure other potential landlords and employers that providing access to opportunities for Ukrainian refugees is not a risk, countering common misperceptions.
- Foster cross-cultural understanding by highlighting the complex realities faced by both communities and promoting mutual respect and social cohesion.

As a peripheral audience, Polish community members will be exposed to select campaign materials that complement the core messaging aimed at Ukrainian refugees.

Personas

To design an impactful and resonant campaign, we have developed a set of personas that represent eight key segments within our target audiences. These personas are not based on individual identities but are synthesized composites drawn from desk research, refugee consultations, and co-design workshops. Each persona reflects distinct motivations, concerns, needs, and lived circumstances that directly inform the campaign's messaging tone, content formats, preferred channels, and behavioral interventions.

These personas are designed to support audience-specific creative development and implementation decisions, ensuring that all campaign elements remain grounded in the real experiences of our primary and secondary audiences.

For complete narrative profiles, including each persona's trusted sources, communication preferences, and lived experience, please refer to Annex D: Target Audience Personas.

3.5 Messaging Framework

Based on our identified priority barriers, behavioral analysis, and understanding of our Target Audience groups, we have determined which messages need to be featured prominently throughout the campaign's storytelling to nudge our target audience toward the desired behaviors. These messages expand on the Theory of Change to demonstrate with precision what our audience needs to take away from the campaign materials.

Since we are focusing on six cross-cutting barriers that each apply to almost all audiences and behaviors, we have combined them below for clarity. It is essential to recognize that areas, where there is overlap or repetition in messaging, are simply reinforcing each other. Ultimately, these messages can serve as a blueprint for selecting and editing personal stories from our Ukrainian Refugee experts. Most stories will be able to combine various elements in an authentic way that provides robust reassurance and motivation for our audience.

TABLE 2. Summary Table of Personas

Name	Age	Living Situation	Target Behaviors	Audience Type
Anastasiya	32	Collective shelter with children	Access housing, learn Polish, seek employment	Ukrainian Primary
Ivanna	60	Collective shelter	Access housing, learn Polish, seek employment	Ukrainian Primary
Petro	35	Collective shelter, visual impairment	Access housing, learn Polish, seek employment	Ukrainian Primary
Raisa	19	Collective shelter, Roma heritage	Access housing, learn Polish, seek employment	Ukrainian Primary (Roma)
Olga	38	Living independently with children	Learn Polish, seek employment	Ukrainian Primary
Anna	20	Living independently, no children	Learn Polish, seek employment	Ukrainian Primary
Zofia	38	Host community, potential landlord	Support housing access for Ukrainian tenants	Polish Secondary
Marek	40	Host community, potential employer	Support job access for Ukrainian employees	Polish Secondary

Messages from Ukrainian Refugee 'Experts' for Ukrainian Refugee Target Audiences

TABLE 3. Key Messages (1 of 3)

Barrier	Objective	Messages
Perception of High Effort for Unclear Gains	Recognize struggles but contextualize them to show: 1. The processes are not as bad hard as people think. 2. The results are worth it.	✦ The results are worth the effort. ✦ We need to figure out how to do these things because they really can make our time here better. ✦ You'll see the results soon and that gives you motivation/energy to keep going. ✦ It feels so good to see yourself make progress again. ◊ Show examples of clear results that are worth the effort. ◊ Show examples of things that turned out to be easier than anticipated.
Pervasive Sense of Transience with Strong Ambivalence About the Future	Show transience doesn't need to paralyze progress.	✦ We don't know what the future will bring, but we do know some things that make life better right now --> Let me show you how I've done it/am doing it. ✦ While you're here, you can do things that will set you and your children up better for whatever the future may bring. ✦ All we can control is what we do right now, so let's start there. ◊ Show examples of things that are making the present moment better no matter what the future may bring. ➢ Example for parents/caregivers learning Polish: *Learning Polish now will mean you can help your children with their schoolwork and we all know supporting their education now matters wherever we might go next.*
Fear of Negative Treatment from Service Providers, Landlords and Employers	Reshape positive expectations of treatment and reduce fear.	✦ This occasionally does happen, but let's keep it in context. Many people are friendly/kind. ✦ Once you start having more interactions to gain independence, you'll see most people are kind. ✦ Once you start having more interactions to gain independence, you will see that Polish and Ukrainian communities share similar problems in many areas. ✦ Don't let someone being rude stop you from getting what you want/need/want for your family. ◊ Show examples of positive interactions and dynamics with Polish landlords and employers. ◊ Show examples of how our experts cope with and move on from negative interactions.

TABLE 3. Key Messages (2 of 3)

Barrier	Objective	Messages
Fear of Losing the Social Safety Net Provided by CS on Leaving	Demonstrate there is a social safety net on the outside to reduce fear of leaving CS.	✦ It is a big change, but you can build up all the things you've come to rely on in the CS for yourself and it'll be even better on your own terms. ✦ You can stay in touch with everyone from the CS if you want and you will be able to meet more people from the Ukrainian community who can help you. ◊ Show examples of how people are making it work in practical terms (who do they turn to on hard days, how do they ensure they don't end up homeless, who cares for the children when they need to go to an appointment or to work, etc.) ◊ Show examples of how people living independently can connect with other Ukrainian refugees to reduce isolation and fears. **Considerations:** 1. It's important to have these stories told by Ukrainian Refugees who lived in CS and have moved out successfully. It is crucial that some have children and have made childcare work. 2. For this barrier, it's important to highlight any practical social safety net measures applicable that would support someone struggling on the outside.
"Learned helplessness"* Leading to Strengthened Status Quo Bias	Develop expectations of positive outcomes from taking action, creating a virtuous cycle.	✦ You'll see that once you start taking some small steps, you'll build up momentum/energy again and prove to yourself you can do this. ✦ Yes, it can be hard, but you'll see that when you get results, it gets easier. ◊ Tips for how to get moving such as: *I try to focus on going one step at a time and breaking it down into small lists so it doesn't feel overwhelming*. ◊ Show examples of small, modest wins that can provide some joy, motivation and respite. ◊ Show examples of people reflecting on how far they've come, even though they doubted they could do it. ➢ Examples for someone moving out of CS: ➢ *I really didn't think I'd be able to cope living on my own here, I was sure I'd fail, but actually having a quiet space where I don't have to share*

* "Learned helplessness" is a psychological condition in which individuals, after repeated exposure to uncontrollable negative events, come to believe they have no power to change their situation—leading them to stop trying, even when change is possible.

TABLE 3. Key Messages (3 of 3)

Barrier	Objective	Messages
		everything has really helped me feel calmer. I sleep so much better and find I can get so much more done now. **Considerations:** 1. For this barrier, it's helpful to discuss tangible steps in accessing support services related to our target behaviors (housing benefits, language training, etc).
Limited Support From Other Refugees For Taking Actions	1. Create an environment in CSRs where it is normal and expected to give/receive support for our target behaviors.	✦ We need to support each other in the CS and encourage each other; we're in this together. ◊ Show role-modelling of pride in having become more independent and role modelling encouraging others.
Towards Independence		✦ Ask what the plan is: 'Surely we can't stay in CS forever, let's help each other work out what comes next while we're here'. ◊ Show examples of people taking pride in having become more independent. ◊ Show examples of CSRs supporting each other (and try to connect to the services they used to make the process tangible).

Messages from Polish Landlords and Employers for Ukrainian Refugee Target Audiences

The Polish people featured in the campaign represent potential Landlords and employers, specifically concerning the target behaviors of accessing formal employment and independent accommodation (the goal of accessing independent housing benefits).

They will have two target audiences to speak to simultaneously:

For the Ukrainian Audience:

a. Provide positive examples of interactions with Polish people who are in a position of authority to alleviate fears.
b. Address concerns about logistics or processes being complicated where relevant.

For the Polish Audience:

c. Provide positive examples as role models for other Poles in similar positions.
d. Demonstrate that it's not risky to rent to or hire Ukrainian refugees.

Messaging applicable to all audiences:

From Landlord:

✦ Share positive examples of having Ukrainian refugees as tenants that address fears:

◊ For example: *"I've had a Ukrainian family living in my apartment for 2 years, and they're great tenants. They pay reliably and always take care of my property. The neighbors love them."*

From Employer:

- Share examples of hiring Ukrainian refugees who have been assets to their company:
  - For example: *"I've been so impressed by how hard and thoughtful "Maria" has been. She brings a lot of energy and has made many friends quickly. Our customers love her! I am so glad she joined our team."*

3.6 Production Guidelines and Creative Execution

A thoughtful approach to recruiting Ukrainian participants for this campaign will be crucial to its effectiveness. Whilst on the surface, this may appear to be a typical campaign made up of 'success story testimonies,' we also want to present things in an encouraging light so that they resonate with our audience and don't alienate them. Much of the focus needs to be on initially recognizing hardship and negative thinking to reframe it. It is these elements of 'validation' that will allow the campaign to resonate with our target audience and provide a foundation for change.

Therefore, when approaching Ukrainian participants, recruiters need to explore their ability and willingness to identify and discuss aspects of finding independence that have been difficult, as well as share how they managed to 'make it through.' Ideally, some participants will even discuss these elements on an ongoing basis – sharing how they continue to navigate the challenging aspects of learning Polish, living independently, and working alongside what makes it worthwhile and rewarding for them. If these components are missing, the campaign risks alienating our audience members, particularly the most vulnerable, by presenting unrelatable stories that intimidate them.

This recruitment process needs to be handled sensitively, preferably by UNHCR, trusted frontline workers, and civil society organizations (CSOs). Much of the storytelling will emerge from reflections that participants need to feel safe and comfortable sharing with the interviewers.

Guiding Principles

The following principles should guide the tone, narrative, and visual identity of the campaign to ensure authenticity, relatability, and behavioral resonance.

- Stories should be personal and specific so that they feel authentic and highlight that every situation is unique while sharing universal messages that will resonate with our Target Audience.
- Language should be friendly, personal, and informal to foster trust and an authentic connection (avoiding complexity or passivity).
- Tone is friendly-but-firm.
- To recognize the challenging sense of transience experienced by our target audience whilst driving behavior change, messaging should avoid referring to the future. It should instead feature phrases such as '*Since you are here'* and *'While you are here.'*
- Given the negative stereotypes associated with the term 'refugee,' our Target Audience does not identify with it, and therefore, we should avoid using it in the language of our campaign.
- Whilst we acknowledge the reality that Ukrainians seeking jobs and housing for the first time in Poland may face a bumpy process requiring some – hopefully temporary – compromises, we want to demonstrate that our experts were able to persevere safely and with dignity. It must be clear that although we encourage people to take on tasks that may be challenging, we're not in any way suggesting that they should tolerate unsafe or exploitative conditions in their housing or employment. We need to maintain realism in the stories told but always show that things turn out better than they may expect. It is also important that our stories model this for our Polish audience so they can see positive, dignified examples of Polish and Ukrainian Refugees partnering together.
- Due to the political context and the need for audience connection, it is advisable to generally hint at the collective desire to return to Ukraine in the long term, if prompted, even though the future is uncertain, and our audience is typically ambivalent about a return.
- A transparent and proactive comment moderation policy must be implemented. Harmful or xenophobic comments—whether from bots or individuals—are likely to appear on dissemination platforms. These may negatively impact the mental health of participants in the campaign and the target audience. Moderation should be swift and consistent to maintain a respectful and safe environment for dialogue and engagement.

Linking to Government Services and Support

Whilst our audience is already aware of the key services available to them, it is essential to make continuous access to them easy as part of this campaign. This is because our experts will reframe the steps necessary to access these services through their storytelling, allowing our audience to act immediately when they feel motivated.

Since services may be in flux and regionally specific, we suggest designing a landing page that can be updated frequently to redirect people as needed. This could be accessed through a QR code embedded in the campaign materials, for example. This landing page could also feature support lines and email addresses, depending on feasibility.

3.7 Channels and touchpoints

The campaign will adopt a multi-format approach, combining digital and traditional media with printed materials and in-person engagement. This blended strategy ensures that key messages are not only heard but also reinforced across multiple touchpoints in daily life. Through our analysis, we have identified numerous specific channels and spaces where the campaign could be effectively shared to reach and resonate with our audience.

To build meaningful connections, we must leverage well-established, trusted channels—those that our target audience already relies on for credible information and advice. Doing so will also help counter the negative narratives and fear-inducing misinformation that many encounter online. For the Ukrainian audience in particular, campaign materials must appear in the informal spaces where their families, friends, and broader community already seek advice—especially social networks and diaspora-led platforms. Our research indicates that these sources and community-led spaces often carry more weight than official or institutional channels in shaping perceptions and guiding behavior. In the same vein, we have also identified trusted CSOs who our community trusts who are well-positioned to support distribution across their channels and networks. Lastly, we've also identified a shortlist of established influencers who could collaborate on the campaign to bring visibility.

The tables below provide an overview of our recommendations. It is essential to note that some platforms and networks may have regional limitations, and further research will be necessary to map and engage local partners across Poland comprehensively.

Category	Digital Channels*	Offline/Analog Channels
Traditional Media	✦ Evacuation.city ✦ 24 Zakordon ✦ YavPl ✦ Nasz Wybir ✦ UAinKrakow.pl ✦ InPoland.net ✦ Nasza Polsha ✦ Sestry.eu ✦ Ukrainians in Poland, Wprost.Ukraina ✦ Nova Polsha	✦ Slawa TV ✦ Polish Radio for Ukraine
Community Spaces	✦ Facebook: Ukrainian Students in Poland ✦ Facebook: Consultations on legalization.Ukrainian House in Warsaw	✦ Ukrainian-run businesses (e.g., cafes, beauty salons) ✦ Ukrainian churches ✦ Community centres (e.g., community gardening spaces)
UN Agency Channels	✦ UNHCR Telegram channels ✦ UNHCR Poland Help website ✦ Spilnoinpl.org by UNICEF	✦ Sunny Spaces by UNICEF ✦ Integration centers by IOM
Governmental Channels	✦ PomagamUkrainie.gov.pl ✦ Zielona Linia portal **City-specific platforms:** ✦ Open Krakow ✦ Ukrainian language websites of Wroclaw & Poznan	✦ Labour offices ✦ National hotline ✦ Local municipality offices ✦ Social Insurance Institution ✦ Multicultural Centre (Warsaw) ✦ Info Point for Foreigners (Krakow)

* Refer to Annex B for list of links.

CSO's: Potential Partner Organizations for Distribution

Polish organizations, assisting foreigners	Diaspora organizations	Roma-led organizations	Organizations, assisting people with disabilities
Caritas Polish Migration Forum Homo Faber Migrant Info Point NOMADA Association Foundation "To Proste"	Zustricz Foundation Ukrainian House Foundation Foundation Ukraine Foundation Institute Poland-Ukraine	Roma Educational Association "Harangos" Foundation "Jaw Dikh" Foundation "Towards Dialogue"	Mudita Association Patchwork Association Avalon Foundation

Influencers

Here are general examples of influencer profiles that could be considered to support campaign materials dissemination and build visibility within the Ukrainian community.

A socially engaged content creator with a moderate to large Instagram following (50K–100K). Focuses on civic issues, community mobilization, and solidarity initiatives.

A public-facing figure who leads or represents a community organization, with a strong Instagram presence (around 100K followers). Shares practical, informational content related to legal rights, and access to services in Poland.

An educator or community assistant based in Poland, with a small to mid-sized following (10K–30K). Publishes accessible content on leisure activities, education, and integration opportunities for Ukrainian families.

3.8 Suggested Behavioral Change Communications Activities

In addition to the wide-scale dissemination through our multi-channel campaign, several community-based Social and Behaviour Change Communication (SBCC) activities are proposed to strengthen the impact and encourage behavior change on the ground.

Research findings emphasize the importance of leveraging existing networks, routines, and trusted community spaces to support Ukrainian refugees in adopting the target behaviors. The following interventions are designed to complement the campaign's core messaging and provide practical, localized support that makes acting feel more achievable and relevant.

This table presents a summary of the suggested SBCC activities:

Initiative	Target Audience(s)	Target Behavior(s)	Key Notes
Fluent Families	CSR, WFHH (mothers/caregivers)	Learn Polish	Uses trusted school routine and multicultural assistants to introduce language learning.
Paths Forward	CSR	Independent Housing, Seek Employment, Learn Polish	Facilitates in-person connection between Ukrainian experts and refugees; leverages social proof.
Roots In Motion	Roma Women (and Roma community members in general)	Independent Housing, Seek Employment, Learn Polish	Focuses on cultural tailoring and representation through Roma-led outreach.
Shared Journeys	CSR, WFHH	Independent Housing, Seek Employment, Learn Polish	Peer-education model to overcome barriers by providing tailored social support and expertise.
Stories in the Streets	CSR, WFHH	Independent Housing, Seek Employment, Learn Polish	An immersive storytelling experience in the streets to bring our Ukrainian experts to all audiences.

3.8.1 Fluent Families: Empowering Parents to Support Their Children's Education

Target Audience: Ukrainian mothers and caregivers living in collective shelters or female-headed households.

Target Behavior: Learn Polish.

Description: Fluent Families is a welcoming, community-based Polish language course created for Ukrainian parents whose children are enrolled in Polish schools. Rooted in community and connection, the course taps into a powerful motivator among our audience: the desire to improve their children's lives. In this way, parents are encouraged to learn Polish not just for themselves but also for their children.

Rather than focusing on abstract grammar or memorization, Fluent Families speaks directly to parents' daily realities. It motivates participants by connecting language learning to clear, tangible goals in social settings, such as:

- Helping children with homework.
- Understanding school communications.
- Speaking with teachers.
- Participating in school life.

While experienced teachers lead formal lessons, the curriculum provides opportunities for hands-on, interactive learning experiences that reflect parents' real-world needs throughout.

Key Elements Include:

- **Homework Clubs:** Group sessions where parents support their children with schoolwork in a welcoming environment, supported by multicultural assistants.
- **Conversation Circles with Teachers:** Informal gatherings to discuss concerns and learn more about the Polish school system, with built-in language support.
- **Activity-Based Practice:** Language games, storytelling circles, and everyday school-related scenarios to practice Polish in natural ways.

Suggested Channels and Spaces:

- Schools in communities with high Ukrainian populations willing to collaborate with the initiative.

Suggested Implementation Partners:

- Multicultural assistants.
- Polish language teachers.
- Ukrainian House Foundation.
- UNICEF Spilno Spaces.
- Local municipalities and integration centers.

Recommendations for Success:

- Schedule sessions after school drop-off to increase accessibility.
- Hold sessions in familiar and trusted environments.
- Provide childcare where needed.
- Train multicultural assistants to use campaign-aligned language that acknowledges transience without reinforcing it.

Complementary Idea:

- Partner with diaspora influencers who focus on education-related topics. For example, Oksana Shevchenko, a multicultural assistant in a Polish school.

3.8.2 Paths Forward: Storytelling Initiative

Target Audience: Ukrainian refugees living in collective shelters (adaptable to women in female-headed households).

Target Behaviors: Access independent housing, seek formal employment, learn Polish.

Description: Paths Forward is a storytelling initiative that connects Ukrainian refugee "experts" with their peers. It complements the broader campaign by fostering meaningful connections and motivation through monthly in-person group meetings.

In each session, 2–3 Ukrainian refugees who have adopted key behaviors share their experiences. These stories highlight transformation and offer practical strategies for overcoming both psychological and structural barriers. By celebrating modest, relatable achievements, they can help others think, "If they could do it, I can too."

Sessions are thematically organized around one of the three core integration behaviors. To ensure participants can act immediately, Polish frontline staff are also present to connect them with relevant services.

Interactive Elements May Include:

- A 20-minute segment walking through typical job application documentation.
- A review of how housing assistance works, with collaborative problem-solving.

Suggested Channels and Spaces:

- Collective shelters (or alternatives like churches and community gardens).

Suggested Implementation Partners:

- Shelter managers.
- Civil society organizations.
- Polish frontline workers.

Recommendations for Success:

- Keep the format informal (e.g., tea, circle seating).
- Select adaptable and prepared storytellers; consider honoraria.
- Make participation low barrier (no forms or sign-ups).
- Offer transport and childcare support where possible.

Additional Notes: If shelter spaces are unavailable, consider alternative trusted community venues.

3.8.3 Roots in Motion: Participatory Mobile Theatre for Roma Communities

Target Audience: Roma refugees and community members.

Target Behaviors: Access independent housing, seek formal employment, learn Polish.

Cultural Context: In recognition of the unique and additional barriers faced by members of the Roma community, we have included this carefully designed SBC activity to be developed in collaboration with Roma-led organizations. Roots in Motion will draw on the Roma community's rich cultural strengths and lived experiences to ensure it is both accessible and meaningful. By using this approach, we can effectively engage with this segment of our target audience and respond respectfully to their specific needs, creating a positive and supportive experience.

Description: Roots in Motion is a traveling theatre initiative based on Forum Theatre principles that brings lively, culturally sensitive performances directly to Roma communities. It minimizes access barriers and maximizes accessibility by using music, humor, and interactive formats.

Each session is designed in collaboration with Roma-led organizations to explore complex barriers to integration through thoughtful audience participation. These performances end unresolved, inviting the audience to create alternatives or step into the scene.

Performance Elements:

- **Cultural resonance:** Celebrate rich cultural heritage through the inclusion of Roma music, language, and imagery.
- **Story themes:** Learning Polish, seeking housing, job hunting.
- **Participation:** Audiences reflect on lived experiences and role-play solutions.

Suggested Channels and Spaces:

- Collective shelters or culturally safe alternative venues.

Suggested Implementation Partners:

- Roma-led civil society organizations.
- Theater groups.
- Shelter managers.

Recommendations for Success:

- Ensure close collaboration and design with Roma-led organizations throughout.
- Use positive framing to reflect shared cultural heritage and inclusive language throughout the activity.
- Avoid formal or institutional formats and use visual and hands-on materials.
- Ensure participation is optional and accessible.
- Offer transport and childcare support.

Additional Notes: If not viable inside shelters, consider churches, community gardens, and local events.

3.8.4 Stories in the Streets: Public Art Installations

Target Audience: Ukrainian refugees and members of the Polish host community.

Target Behaviors: Access independent housing, seek formal employment, learn Polish.

Description: Stories in the Streets is a mobile, immersive storytelling installation that highlights the experiences of Ukrainian refugees overcoming integration challenges. Through powerful photographs and narrative snippets, these installations appear in public spaces across Poland to:

- Build empathy among Polish audiences.
- Inspire Ukrainian refugees by modeling success.

Story Elements Include:

- Portraits and candid photos of genuine refugees.
- Symbolic objects or moments (e.g., a candle representing a ritual).
- QR codes linking to campaign info, services, and resources for employers or landlords.

Suggested Channels and Spaces:

- Train stations, parks, libraries, public squares.

Suggested Implementation Partners:

- Local municipalities.
- Artists, photographers, campaign designers.

Recommendations for Success:

- Use images that evoke curiosity or emotion.
- Adapt to posters or banners in public transport where installations aren't feasible.

3.8.5 Shared Journeys: Peer Mentorship Program

Target Audience: Ukrainian refugees living in collective shelters and female-headed households.

Target Behaviors: Access independent housing, seek formal employment, learn Polish.

Description: Shared Journeys is a structured peer mentorship initiative where those who have successfully adopted target behaviors are paired with others who are just beginning their journey. These one-on-one relationships:

- Provide emotional and motivational support.
- Reinforce behavior change through role modeling.
- Help reduce isolation and foster accountability.

Sessions or meetups may include:

- Working on a CV.
- Practicing job interviews.
- Sharing advice on housing and services.

Suggested Channels and Spaces:

- Public venues, cafes, libraries, and flexible community spaces.

Suggested Implementation Partners:

- Campaign recruitment and outreach partners.
- Civil society organizations.

Recommendations for Success:

- Define a straightforward mentor-mentee selection process.
- Set expectations for meeting frequency and goals.
- Offer support tools and light facilitation if needed.

4. SUGGESTED IMPLEMENTATION PLAN

This section provides a practical guide to support implementing partners throughout the strategy. Organized in phases, it encompasses both the implementation of the creative campaign and the community engagement activations.

Note that "Live Here And Now" is designed to be flexible in terms of scale, resources, timeline, and design, allowing it to adapt to the priorities of different organizations.

This section offers a flexible roadmap that implementers can adapt based on available capacity, partnerships, and priorities—while ensuring alignment with the core SBCC strategy.

Important Note on M&E

Monitoring and Evaluation (M&E) should be integrated into every phase of implementation—from planning through rollout—to ensure the strategy's outcomes are achieved and adjustments are evidence-based. Implementers are encouraged to prepare for data collection, feedback loops, and coordination from the outset. Please refer to Section 5 for detailed guidance, including the recommended joint monitoring approach and evaluation framework.

SBCC Implementation Recommendations

The implementation of any campaign or target audience activation within this strategy should be guided by a set of recommendations that reflect the approach and intent of the overall SBCC strategy. These recommendations are designed to guide each phase of the work, ensuring that implementation remains aligned with the plan.

1. **Ground design in audience insights from this strategy:**
   - Use the audience insights and behavioral analysis sections as the starting point for all campaign elements and activations.
   - If a specific information gap or context requires it, gather complementary insights to address the issue.
2. **Prioritize participation and co-creation with target audiences:**
   - Make space for target audience input—not just during testing but throughout the design and roll-out process. Whether it's choosing stories, shaping visuals, or designing events, their perspective will make the results more robust and impactful.
3. **Be iterative and responsive:**
   - Build in moments to listen, observe, and adapt. Whether through formal monitoring or informal feedback, use what you learn to adjust materials and activities over time—without compromising the strategy's core direction.
4. **Align with and strengthen local systems:**
   - Align campaign efforts with existing services, programs, and networks to maximize their impact. Whether it's a school, shelter, or local community service organization (CSO)—use those connections to build trust and make access easier.

Phases of implementation

PHASE 1: PLANNING

Objective

Validate and refine the strategy to adapt to organizational needs and prepare for effective partnerships.

Key Activities

1.1 Define

- Establish a scale, budget, timeline, and tailored objectives that align with the overall strategy.
- Identify key actors/stakeholders and define roles:
  - Government actors, civil society organizations (CSOs), and production partners.
- Build on the engagement activations proposed in the strategy to adapt or expand them in ways that effectively convey key messages and resonate with your target audience. Brainstorm additional activation ideas suited to your organization and region.
- These ideas will be tested before proceeding to the complete design stage.

1.2 Test

- Conduct focus groups to confirm and refine messaging, creative direction, and engagement activities.
- Gather multimedia examples from other issues or campaigns to test formats and storytelling styles.
  - Aim to identify which content builds trust and resonates.
  - If the budget is limited, prioritize "homemade" content (e.g., selfie videos and informal photos).
- Present and test your proposed engagement activities:
  - Share concepts with target audience representatives.
  - Explore objectives, format, participants, and venues.
  - Assess how to make them accessible and easy to attend.

Monitoring and Evaluation:

Begin developing baseline indicators and data collection tools to establish a foundation for future analysis and informed decision-making.

PHASE 2: PRE-PRODUCTION

Objective

Build from the feedback received to design the campaign, activations, and distribution plan in more detail.

Key Activities

2.1 Design of creative assets

- Work with your production company to define and design the types of content to be produced, as well as the quantity.
  - Consider both digital and physical media (videos, photos, posters, flyers, etc.).
  - Consider quantity, length, and style.
  - Focus on the channels you will distribute on and design for what works best on those.
  - Solicit input from the target audience on plans where possible.

2.2 Casting of participants

- Secure enough participants to produce the desired content.
  - Develop strategy and partnerships to identify, recruit, and train storytelling participants ("experts").
  - Consider honorariums for experts' time and commitment.

2.3 Design community engagement activations

- Consider a co-design workshop to refine ideas with local stakeholders.
- Identify partners and connect key actors.
- Identify which materials will need to be prepared and quantity (toolkit).

Monitoring and Evaluation:

Finalize baseline tools and plan audience feedback mechanisms.

PHASE 3: PRODUCTION

Objective

Develop the necessary materials for the campaign and community engagement activities.

Activities

3.1 Produce content

- Develop all creative assets.
- Draft social media copy.
- Print or prepare physical materials and toolkits.

3.2 Plan the roll-out

- Strategically plan how you will release materials across channels and organize community engagement activations.
- Recommendations:
  - Consider investing in social media marketing to boost your digital visibility.
  - Consider utilizing influencers and other strategic partnerships to enhance the campaign's profile.
  - Consider how to effectively incorporate press and traditional media, such as press releases and interviews, to reach a broader audience.
- Schedule and confirm dates for community engagement activations, ensuring alignment with content release timelines to maximize effectiveness.

3.3 Testing

- Consult with target audience representatives through focus groups and other testing activities to gather feedback on materials and plans before launch.
- If the scope allows, consider running a pilot project by releasing your materials on a small scale. Utilize M&E approaches, such as social listening and direct feedback collection, to identify areas for improvement.

3.4 Final adjustments

- Incorporate feedback to improve final materials.
- Translate final materials as relevant.
- Ensure final approval of materials and plans from relevant actors.

Monitoring and Evaluation:

Track engagement and usability during the pilot using tools such as social listening, direct feedback from target audience representatives, and observation. Use these insights to refine materials before the full launch.

PHASE 4: ROLL OUT

Objective

Launch and distribute the creative campaign and community engagement activities.

Activities

4.1 Distribute campaign content

- Launch content according to distribution strategy.
- Consider a digital or physical event to celebrate the launch.

4.2 Coordinate Engagement Activities

- Run engagement sessions in sync with campaign phases.
- Link content with offline engagement (e.g., using QR codes or hashtags) to enhance user experience.

4.3 Iterations

- Carry out M&E to enhance future content production, activations, and distribution.
- Since this is designed to be a responsive and evolving campaign, take learnings from the initial roll-out and incorporate them into strategy updates.
- For example, if it is observed that one storytelling expert is particularly resonating with the target audience, consider creating more content with them. This could include episodic storytelling that follows their ongoing journey.
- If social media engagement reveals that audiences are sharing 'pro tips' for adapting to life in Poland, consider building this organically into content or engagement formats.
- In terms of community engagement, expand or adapt successful formats and refine them based on audience feedback.
- If new needs or barriers emerge, evaluate whether these can be addressed using the core strategic approach.

Monitoring and Evaluation:

Document feedback and lessons learned from initial implementation and assess which adjustments can inform future iterations or be scaled across additional regions or partner activities.

Prepare for the end-line evaluation as defined in the overall Monitoring and Evaluation (M&E) framework.

Documentation & Learning

Throughout all phases, implementing actors should document feedback, adaptations, and key decisions. This supports transparency, enables scaling, and contributes to shared learning across partners.

Suggested Timeline

The following timeline outlines a proposed two-year implementation schedule for the SBCC strategy. It is structured around the four implementation phases and provides indicative timeframes and activities for each. While the sequence is suggested, the timeline is designed to be flexible and should be adapted based on each implementing actor's capacity, priorities, and context. Overlaps between phases are expected, particularly to facilitate iterative testing, content refinement, and responsive community engagement.

		Year 1				Year 2			
Phase	**Activity**	**Q1**	**Q2**	**Q3**	**Q4**	**Q1**	**Q2**	**Q3**	**Q4**
Phase 1: Planning	Refine strategy; define roles; stakeholder coordination; testing of early ideas								
Phase 2: Pre-Production	Design campaign content; cast participants; finalize activations and materials								
Phase 3: Production	Produce assets; plan roll-out; pilot testing; revise based on feedback								
Soft Launch (optional)	Release initial content & test engagement approaches (can inform scaling)								
Phase 4: Roll-Out & Iteration	Full campaign and engagement launch; periodic rollout of new content; live M&E								
Wrap-up & Endline Evaluation	Conduct endline evaluation, summarize lessons, and document outcomes								

- Testing and adaptation cycles should be built into the process after each major release.
- Community engagement activities can begin with the soft launch and intensify alongside media distribution.
- Content can be released in batches, as noted in your strategy, to allow for responsiveness.
- Monitoring begins in Phase 1 and culminates in the end-line evaluation in Month 24.

5. MONITORING AND EVALUATION

M&E Approach

Monitoring and evaluation will be a key component of implementing the strategy, ensuring that both outcomes and intermediate outcomes are achieved while contributing to the overall impact.

The M&E framework of the strategy is outlined in Annex E, focusing on measuring changes in behavioral drivers and behaviors that align with the strategy's theory of change.

As several organizations will likely implement the strategy, this section focuses on providing guiding principles for a robust M&E process to be implemented based on the following recommendations:

Establish an overseeing body

To maintain consistency and quality across different implementing partners, it is recommended that an independent overseeing body be responsible for the following:

- Introducing the strategy, its foundations as well as its activities.
- Ensuring alignment of interventions with the strategic framework and Theory of Change.
- Setting standardized monitoring protocols and quality assurance measures.
- Facilitating coordination between partners to harmonize data collection and reporting.
- Conducting periodic audits to verify data accuracy and adherence to agreed methodologies.

Implement one evaluation across all implementing partners

A single evaluation process, coordinated across all partners, will ensure consistent measurement of outcomes. It is recommended that the overseeing body develop the evaluation methodology of the Evaluation during the Preparation phase. A rigorous evaluation design will be necessary to attribute the intended changes to the project appropriately. While the M&E framework provides solely for quantitative indicators, it is recommended to adopt an extensive mixed-methods approach that provides both quantitative and qualitative data to assess better the complex issues and nuances related to transforming attitudes and social norms. This approach enables triangulation, providing greater depth and certainty to the conclusions drawn from the data.

It is recommended to have a Baseline before the start of the strategy implementation and an Endline at the end of year 2, providing adequate time for changes to occur.

Set One Joint Monitoring Approach for All Partners

To streamline data collection and reporting, all implementing partners should adhere to:

- A unified monitoring plan with standardized definitions and indicators.
- Monitoring templates to ensure uniformity in reporting.
- Regular data-sharing sessions to synchronize findings and address discrepancies promptly.
- A central repository for all collected data, accessible to key stakeholders for transparency and accountability.

Provide capacity building to all partners

To ensure all implementing partners understand the strategy, SBCC, and M&E, Capacity building should be provided to all partners, with sessions on:

- Overview of the strategy, the theory of Change, and expected outcomes.
- The creative approach, as well as the production and creative guidelines.
- SBCC principles and how its M&E differs from traditional monitoring.
- Hands-on training for data collection for monitoring data.

Feedback and Adaptation

Feedback and adaptation are crucial components of effective monitoring and evaluation (M&E), enabling adjustments that enhance the implementation of strategy. However, to maintain the integrity and intended impact of the strategy, adaptations should be evidence-based and aligned with the core principles of SBCC and the strategy's behavioral outcomes.

Therefore, implementing partners are encouraged to collect feedback through standardized tools, which the overseeing body will review for consistency and strategic alignment. Any proposed adjustments must be submitted for approval to ensure they do not compromise the strategy's goals or introduce changes that are counterproductive to its objectives. This structured feedback loop enables responsive action while safeguarding the strategy's design and objectives.

ANNEX A: DETAILED BEHAVIORAL ANALYSIS

This behavioral analysis offers key insights into the barriers and drivers that influence Ukrainian refugees' adoption of priority behaviors. The literature review informs it, consultations with key stakeholders, as well as the findings of the co-creation workshop and subsequent focus group discussions (FGDs) with refugees and frontline workers. The SBC analytical framework used for this analysis is the Behavioral Drivers Model (BDM)[28], which enables us to categorize drivers and barriers systematically to inform design and programming.

The analysis is presented in two parts:

- Overarching drivers: the barriers that apply to all priority behaviors.
- Specific drivers: the specific barriers for each priority behavior, mapped against the behavioral maps.

Limitations

This analysis faced limitations, as it relies primarily on secondary data and is supplemented by limited primary data collected through three focus group discussions (FGDs) with refugees. While it provides relevant information to inform the design of this strategy, it may not fully capture the nuanced experiences of all Ukrainian refugees. These limitations highlight the need for more targeted primary research and SBC-specific analyses to complement existing data.

Overarching drivers that impact the three priority behaviors

This section presents key barriers and drivers that impact the experience of Ukrainian refugees' residents of collective shelters and women from female-headed households across the priority areas and behaviors (employment, independent housing, and language learning).

Psychological drivers

These refer to individual-level cognitive and emotional factors that influence behavior.

A sense of temporariness and ambivalent aspirations for the future that affect motivation to access target behaviors

- **A prevailing sense of temporariness** significantly shapes the experiences and decisions of Ukrainian refugees in Poland, influencing various aspects of their integration. This mindset is rooted in a genuine desire to return home. It is reinforced by their temporary protection status and Poland's geographical proximity to Ukraine, which makes it a convenient location for return. This sense of temporariness is further amplified by pendular movements, where refugees frequently travel back and forth between Poland and Ukraine. Consequently, many refugees **avoid making long-term plans,** which affects their choices regarding accommodation, language learning, and schooling for their children. For instance, although attendance in Polish schools has been legally mandatory for Ukrainian refugee children since September 1, 2024, some parents prefer maintaining their children in Ukrainian online schools to facilitate their reintegration into the Ukrainian education system upon return. This uncertainty also impacts employers, who are hesitant to invest resources in training and onboarding Ukrainian staff, fearing they may leave before providing a 'return on investment.'[29]
- **Ambivalent aspirations** by Ukrainian refugees in Poland vis a vis their access to resources and integration. There is a **reported motivation** to access resources and services. There is a growing demand for Polish courses and employment opportunities in Poland. However, this may not be the case for all due to age or the sense of temporariness.
- Ukrainian refugees generally **aspire to return home, but not necessarily at present.** According to the Protection Monitoring Report Q3 2024, 2/3 of respondents reported choosing to remain in Poland "without embarking on a return journey to Ukraine."[30]
  - Ukrainian refugees may **not aspire to integrate into Polish society** as a whole but rather into the diaspora while awaiting their return, which may hinder their motivation to establish a long-term presence in Poland.
- All refugees may also not be **effectively seeking such resources.** For example, 20% are not actively seeking employment.[31]

Fears and safety concerns limit their interactions with the host community

- **Fears related to a sense of deterioration of Polish attitudes** towards Ukrainian refugees.[32] Ukrainian refugees reported accusations of "exploiting Polish generosity," encountering resentment for speaking Ukrainian or Russian in public and witnessing discrimination against their children in schools.[33] Such experience or hearsay of such experience strengthens fears among vulnerable individuals and hinders their ability to act.
- **Perceived safety risks of participating in the local community:** 11% of respondents reported being worried for their safety in public spaces "sometimes" and 7% "all the time."[34] 31% of respondents reported starting or leering as a significant issue.[35]

As a result of trauma, displacement, and negative past experiences, Ukrainian refugees display "learned helplessness"[i], which reinforces their status quo bias

- **Traumatic experiences** impact numerous aspects of their life, from mental health challenges. It affects their ability to seek employment[36] or participate actively in language learning. Their current living situation, as well as the loss of their social status, also impact their mental health.[37]
- **Emotions:** Many Ukrainian refugees describe experiencing feelings of stress, fear, deep uncertainty about the future, and exhaustion.[38]
- **Impact of negative past experiences:** While unpleasant experiences with public services and public servants may occur to any public service user, regardless of their background, their impact is likely to be more pronounced for a refugee. Acting in a foreign country requires motivation and effort for some, and an unpleasant experience may be more disheartening to a vulnerable refugee than to a national who has many other experiences with its public administration and has a frame of reference to evaluate this experience.
- **Interpretation of experiences through a discriminatory lens:** while discrimination does exist against Ukrainian refugees, some may, due to fear and exposure to harmful narratives online, adopt it as a lens to interpret their experiences in Poland. For example, unpleasant experiences in the medical sector may sometimes be interpreted as discriminatory actions against them. At the same time, they may also be more reflective of broader structural challenges that Polish citizens face. The same may happen with public services. This fear of being discriminated against demotivates specific vulnerable individuals from trying to access resources and services at large.
- Refugees' **sense of agency** may be influenced by **"learned helplessness"***. Agency is "the sense of control a person feels toward an action and its consequences."[39] In cases where a person has faced traumatic events or repeatedly was unable to be successful in acting, a sense of powerlessness arises in this person, restricting their ability to act. This can occur when individuals have attempted to seek services in the past but were unsuccessful. Therefore, one assumes the next time it will be the same.
- Humans tend to maintain **the status quo.** We all have this tendency, but it has different consequences in various contexts. For example, refugees in collective shelters may find it easier to remain in the collective shelter rather than embark on a process of finding independent accommodation, which could appear frightening and risky to them.
- Humans also tend to prefer short-term gains over long-term gains. Again, all of us have this tendency, but it has different consequences in different contexts. This **present bias** toward immediate rewards may impact refugees' ability to make unpleasant decisions in the present for long-term benefits.

Limited language skills significantly impact access to services

- **Limited language skills in Polish language** are a barrier to accessing employment (the main barrier in the SEIS),[40] independent accommodations, and participating in community life. It is, however, essential to clarify that the level of proficiency in the Polish language required for different services or employment may vary.

* "Learned helplessness" is a psychological condition in which individuals, after repeated exposure to uncontrollable negative events, come to believe they have no power to change their situation—leading them to stop trying, even when change is possible.

Sociological drivers

These factors pertain to the social dynamics that influence behavior.

Social norms between Ukraine and Poland affect social interactions and the ability to sustain target behaviors

- **Different social norms concerning "time":** A different understanding of the meaning of time and timeliness (which is a social convention) was noted during the consultations (for Polish people, the exact time is "timely," while for Ukrainians, timely may be slightly different). While this example may seem anecdotal, it has both **a practical consequence** (such as missing an appointment to access a service) and **a social consequence.** Due to geographical proximity, there is an assumption of "common understanding," and not adhering to it results in **a social sanction** of being criticized for such behavior, perceived as 'rude' or 'misbehaving.'
- **Different social norms in terms of interpersonal interactions:** Many Ukrainian refugees reported that Poles are quite withdrawn, reserved, and keep more distance among themselves than Ukrainians would. These differences in social interaction may be connected to a substantial value of privacy among Poles.[41]

Tensions influence social interactions

- **Mixed interactions with Ukrainian Diaspora:** While the Ukrainian diaspora has been key in providing support and networks to access employment, there were occurrences where tensions against refugees from the existing Ukrainian diaspora in Poland were reported.
- **Ambivalence interactions with Host Community:** Since the beginning of the conflict in Ukraine, Polish people have been welcoming and supportive toward Ukrainian refugees, offering them temporary protection, access to services, labor market, education, and alike. While this openness remains, there is a sense of fatigue among the host community. **Tensions and "hate speech" from the host community** were reported. 39% of households reported experiencing tensions with the host community.[42] Among them, 79% reported verbal aggression, 45% discriminatory behaviors, 27% reported aggressive comments on social media, and 21% reported aggressive behaviors on online news forums.[43] This may lead to the perception of not being welcomed and reinforce the sense of temporariness.
- Those tensions stem from a **perception** among some segments of the host community that Ukrainians are "*taking advantage of Poland's social welfare system*" and that they are "*receiving preferential treatment*" in accessing resources.[44] The discrepancy of what certain Polish respondents "see" such as "driving expensive cars" or "having full shopping baskets"[45] that does not align with their image of what a refugee 'should look like' (In research, some respondents reported that they do not fit in with perceptions of how refugees "should look like")[46], reinforce this perception. Finally, Poles in lower-paid jobs are expressing concerns about Ukrainian refugees perceived as creating unfair competition in the labor market by accepting lower wages.[47] In another survey, it was reported that Polish respondents consider Ukrainian refugees as "*ungrateful for the help they receive*."[48]
- This situation may bring back to the forefront existing **negative stereotypes** held by some Poles about Eastern Europeans, which may result in a sense of condescension and a lack of genuine interest in Ukrainian culture.[49]
- **Bullying of refugee children at school:** Cases of Ukrainian children being bullied at schools were reported in a general context of increased bullying in Polish schools. Such cases were part of the concerns of Ukrainian parents about sending their children to Polish schools when it became mandatory.

Environmental drivers

These refer to the physical, economic, and systemic factors in the surrounding environment that enable or constrain behavior.

Challenges related to the access and availability of services

- **Transportation challenges to accessing services, employment, and independent accommodation:** Limited transportation options in rural or remote areas present a significant obstacle for refugees trying to access essential programs and services, thereby reducing opportunities to access resources that support their integration. This is particularly acute for elderly persons, where mobility issues are compounded, and the need for a person to accompany them is increased.[50] The same applies to **Roma refugees,** many being placed in geographically distant locations and accommodated in often segregated housing, which limits their access to Polish language courses.[51]

- **Geographic disparities in service provision:** The Urban/Rural divide impacts service provisions. In urban areas, services are more developed but need to respond to a higher number of requests, leading to long wait times and "fatigue" among service providers. Conversely, rural areas may lack familiarity with responding to refugees' needs, but the lower demand for services may create space for a more personalized and human-centric approach.

Oversaturated and yet ill-informed: the paradox of the communication environment of Ukrainian refugees in Poland

- **Dissemination of information through official channels:** Information shared via official channels may not reach all refugees effectively. In some cases, content creators or influencers amplify this information but may relay it inaccurately, leading to confusion or misinformation.
- **Fragmented information spaces:** Refugees navigate multiple overlapping information spaces, including:
  - The Ukrainian official information space (e.g., Ministry of Unity initiatives).
  - The Ukrainian diaspora information space.
  - The Polish information space.
- Each information space has different priorities and goals and deals with varying levels of external influence, which may carry disinformation. Refugees are part of all those information spaces to varying degrees. Any SBCC intervention needs to understand the interplay between those fragmented information spaces and their various priorities and dynamics to ensure relevant information reaches refugees appropriately.
- **Space for rumors:** The proliferation of information sources creates a fertile ground for rumors and misinformation to thrive. This leaves refugees vulnerable to inaccurate information and feeds into harmful narratives that segments of the host community may believe.

Other contextual elements

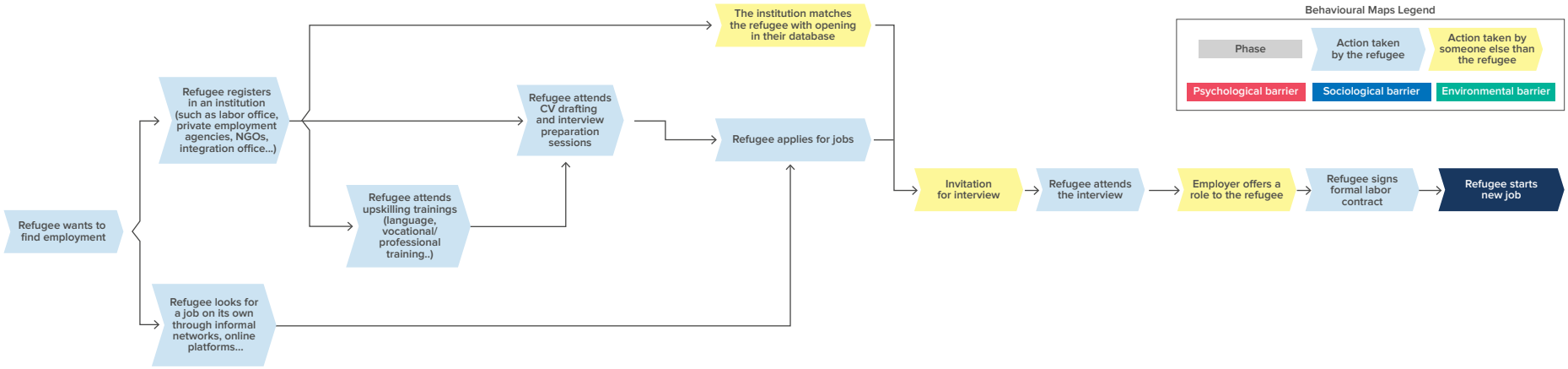
Several additional factors have been identified that influence the broader inclusion of Ukrainian refugees in Poland. While they may not directly affect our target behaviors, they shape the context in which those behaviors occur.

- **A different self-image:*** During the consultations, the self-image or perception of Ukrainians refugees was discussed. Due to negative stereotypes, they do not want to perceive themselves as refugees (they also do not have the status per se). They also do not want to be seen as relying on social welfare and resources, in a context of negative public narrative against Ukrainian refugees.
- **Ukrainian identity:** as a result of previous Russian invasions and the full-scale invasion, what it means to be Ukrainian has been evolving. Asserting this new identity may be a key factor in individual decisions and actions in relation to integration in Poland.
- **Competing frame of references:** host communities and refugee communities have different reference points to understand their experiences and interpret the experience of others. The concept of **hermeneutical injustice**[52] may apply in the present case, whereby refugees or host community lack the necessary interpretive resources to understand each other's experiences, needs, or struggles. This lack of mutual understanding can lead to misinterpretations, which in turn may lead to discrimination and exclusion.
- **Recognition of the issue:** A disconnect exists between refugees' experiences and the perception of Polish authorities. While refugees report barriers to access services, authorities often focus on the fact that the policies are in place and the system is functioning well. This disconnect creates misunderstanding and limits opportunities for meaningful improvement.
- Refugees in Poland has a **'Temporary protection status',** that creates uncertainty, making long-term planning and service access challenging for them.

* This reluctance to identify as refugees reflects a broader phenomenon already observed by political theorist Hannah Arendt ('We Refugees' - 1943), due to the stigma associated with the status.

Detailed Description of Behavioral Maps

Ukrainian refugees' residents of collective shelters and women from female-headed households access formal employment



	Motivation	Preparation	Job hunting process	New Job
Cross cutting barriers	Ukrainian refugees experience a sense of temporariness and ambivalent aspirations for the future that affects motivation throughout the process			
	Ukrainian refugees have fears and safety concerns vis a vis the HC			
	As a result of trauma, displacements and negative experiences, Ukrainian refugees display "learned helplessness" which reinforce their status quo bias			
	Limited Polish language skills impact throughout the process			
	Differences in social norms between Ukraine and Poland (including social interactions and work cultures)			
	Tensions influence social interactions			
	Geographic disparities in transportation, services and employment opportunities			
	Fragmented information spaces that give rise to rumors and misinformation			
Additional specific barriers	Perception of high efforts to access employment			
	Individual past experience in the labor market : women's participation in the labor market in Poland may be linked to whether they participated in Ukraine as well			
	Aspiration and identity: qualified refugees await for better employment opportunities more in line with their credentials and self image			
	Fear of discrimination deter applications			
	Limited personal network to support accessing the type of employment opportunities they want			
	Traditional gender roles impact women's demand for childcare or for certain types of jobs (request for part time opportunities)			
	Gendered perceptions of employment opportunities: existing openings may be perceived as "not for women"			
	Different social practices for job hunting and job applications between Ukraine and Poland (more formal processes in Poland versus more informal processes in Ukraine)			
	Issues related to recognition of qualifications			
	Misalignment of employment opportunities with skill sets or availabilities (part time)			
	Limited availability of childcare (spaces and modalities)			
		Negative past experience with service providers	Perceived loss by some employers of Ukrainian refugees (as temporary workers, limiting long term investment in induction and capacity building)	
		Fees and financial penalties taken by private employment agencies	Reported cases of discrimination on the labor market against Ukrainian applicants	
			Reported age discrimination for elderly Ukrainian refugees	
			Compounded discrimination for Roma Ukrainian refugees	
				Limited knowledge about labor rights
		Labor offices support is limited in practice		Non compliance with decent work standards

Psychological

- There is a **perceived high level of effort required** to access certain services or welfare programs. It may be perceived as difficult or time-consuming to apply, which can prevent specific individuals from attempting to access them.
- **Gender and past experiences:** Women's participation in the labor market in Ukraine before seeking refuge in Poland was also reported as a factor influencing whether they would seek employment in the Polish labor market.
- **Aspiration and identity:** Qualified refugees wait for better employment opportunities that align more closely with their existing qualifications and sense of self-image rather than applying for low-skilled job opportunities.
- **Detering effect of discrimination:** the fear of discrimination in the workplace deters some applicants from seeking employment in Polish companies.
- **Limited support network:** While Ukrainian refugees may leverage diaspora networks to access low-skill jobs, they tend to have limited personal networks to support accessing the type of employment opportunities they desire, namely more advanced, skilled jobs.
- **Negative past experiences with service providers.** Some Ukrainian refugees have had negative experiences with service providers in Poland. Consequently, they may project those negative experiences onto other potential interactions with service providers who intend to support their access to employment.
- **Limited or lack of knowledge** about labor rights was reported, which exposes Ukrainian refugees to working conditions that do not comply with decent work standards.*
- **Financial costs:** Private employment agencies have been reported to charge fees to recruit Ukrainian refugees. They also charge financial penalties to Ukrainian refugees should they leave the position shortly upon hire (even if due to working conditions that do not comply with decent work standards).*
- **Perceived loss for employers:** Some Polish employers tend to perceive Ukrainian refugees as temporary workers (due to their status and reason for being in Poland), which affects the types of roles they are recruited for and the extent to which they receive capacity-building and induction on their new roles.

Sociological

- **Gender and Childcare:** While the absence of childcare options is frequently mentioned (see environmental drivers), it is also important to note that **traditional gender roles** may contribute to women's reluctance to use such services. Indeed, some women who adhere to more traditional gender roles may consider it their responsibility to care for their children. This also overlaps with a **social norm regarding the type of childcare** considered acceptable. It was reported that sending children under the age of 3 to childcare services is not a common practice, and having one's child cared for by an acquaintance (such as a person from a collective shelter) is preferred over other modalities.
- **Gender and type of employment sought:** The types of employment opportunities available, such as manufacturing or transportation, may not align with what Ukrainian women refugees are looking for, as they often require extended periods away from their families, long working hours, or physically demanding work. There are also job offers in occupations traditionally perceived as male-dominated, such as construction, transportation, and information technology (IT).[53]
- **Different social practices in job searching:** There are differences in how job hunting and job applications are conducted between Ukraine and Poland. Indeed, the process is much more formal in Poland compared to Ukraine, where the process is much more informal.
- **Discrimination against Ukrainian refugees:** Cases of discrimination were reported in the labor market where Ukrainian refugees reported receiving lower pay compared to Polish counterparts for the same work, sometimes assigned disproportionately heavier tasks than Polish colleagues, or when working in the grey economy, not receiving their payments.[54] Experimental research revealed that, for roles not requiring specialized qualifications, Ukrainian women received almost 30% fewer responses to job applications than Polish women. However, for higher-skilled positions, this disparity was not statistically significant.[55]
- **Age discrimination:** elderly Ukrainian refugees reported experiencing age discrimination when looking for employment opportunities.

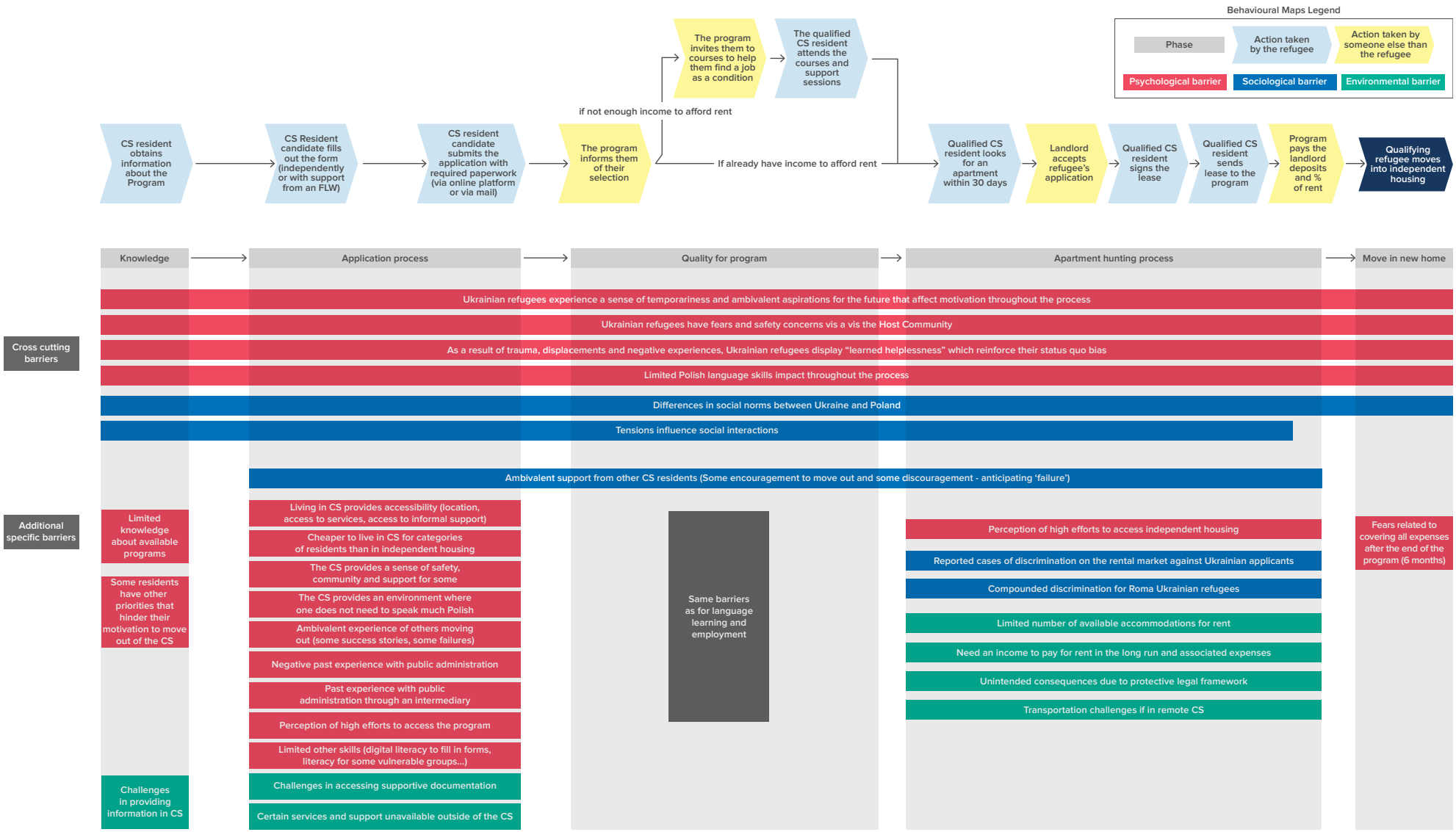
* https://www.ilo.org/topics-and-sectors/decent-work

- **Compounded discrimination** of Roma refugees: In addition to the challenges inherent to being a refugee, Roma refugees from Ukraine face **additional discrimination** due to belonging to this minority. Ukrainian Roma refugees face significant challenges in accessing employment opportunities. Many reside in **remote collective shelters,** far from urban centers where job opportunities are concentrated, making commuting difficult. Even when employment is secured, it is often limited to **low-paid, unstable roles** such as agricultural or transport jobs, which lack permanent contracts. Women with small children face additional difficulties, as balancing work with parental responsibilities is particularly challenging in collective shelter settings. Moreover, **discrimination in the labor market** presents a persistent obstacle, further marginalizing Roma refugees and limiting their access to fair and sustainable employment opportunities.[56]

Environmental

- **Misalignment of existing job opportunities** with skills and expectations: According to a survey, refugees reported that the main barriers to employment are the lack of decent employment opportunities (21%) and lack of opportunities that align with a person's skills (16%).[57] Refugees with highly skilled professions (e.g., doctors, lawyers, accountants) struggle to find roles that match their qualifications.[58]
- **Challenges in recognition of qualifications:** Access to jobs matching their skills often requires additional courses and a lengthy process of diploma recognition.[59]
- **Availability of childcare:** Childcare options are limited in some rural regions. Their operating hours are also not aligned with certain types of jobs that are offered to refugees (such as 12-hour shifts in factories).
- **Non-compliance with decent work standards:**[60] There were reports that some employers did not respect labor laws toward Ukrainian refugees (salary theft, reduced payment, abusive work conditions, partial contract, no paying them during the probation period...).

Ukrainian refugees' residents of collective shelters receive independent housing benefits (including through programs such as "Together toward Independence")



Psychological

- **Limited or lack of knowledge** about available programs such as "Together toward Independence" was reported.
- **Other priorities:** For some collective shelter residents, other priorities interfere with their motivation to leave the collective shelter.
- **Accessibility:** living in a collective shelter is advantageous for its residents for many reasons. In addition to its location, it provides access to services (including social workers and service providers visiting the collective shelters) and informal support through its staff and the shelter manager. It also provides an environment where **Polish language skills are not necessary.**
- **Collective shelters provide a sense of community** for their residents. Leaving it would take them away from it and from the support they may receive from certain members or service providers, deterring them from taking action.
- **Collective shelters offer a sense of relative safety** to their residents.
- There is a **perceived high effort required** to access specific welfare programs, as well as to secure independent housing. It may be perceived as difficult or time-consuming to apply, which can prevent particular individuals from attempting to access them. The difficulties in finding housing (due to limited available housing units on the rental market) also contribute to the perceived high effort.
- Practical **affordability considerations** may come into play when staying in a collective shelter, as it is a more affordable accommodation than the rental market, mainly if you belong to a category of the population exempt from paying.
- The temporariness of the support programs (such as "Together toward Independence") leads to feelings of **fear** among vulnerable Ukrainian refugees as to **whether they can cover the rent and all associated** expenses when the program ends.
- Perceived losses for landlords: some **landlords benefit financially from hosting refugees** in their collective shelter. Having refugees leave would represent a significant financial loss for them.
- **The prevailing belief is** that available programs would not help them interact with the sense of "learned helplessness."* (see overarching barriers).
- **Negative experience with service providers.** Some Ukrainian refugees have had negative experiences with service providers in Poland. Consequently, they may project those negative experiences onto other potential interactions with service providers who intend to support accessing such programs.
- **Ambivalent experience:** Residents of the collective shelters have experienced other residents leaving the shelters with various levels of success. Some have moved out and have successfully found independent housing, encouraging the remaining residents to do the same when they come to visit. Unfortunately, some individuals were unable to live independently and were unable to return to the collective shelter (someone else had moved in), which resulted in hardship, and some of them returned to Ukraine.
- **Limited skills for segments of the refugee population:** Older refugees may lack digital literacy skills, which can hinder their ability to use available online applications and verification systems to access services.[61] Some Roma refugees face compounded challenges and discrimination, which may affect their literacy ability to engage with written services.[62]

Sociological

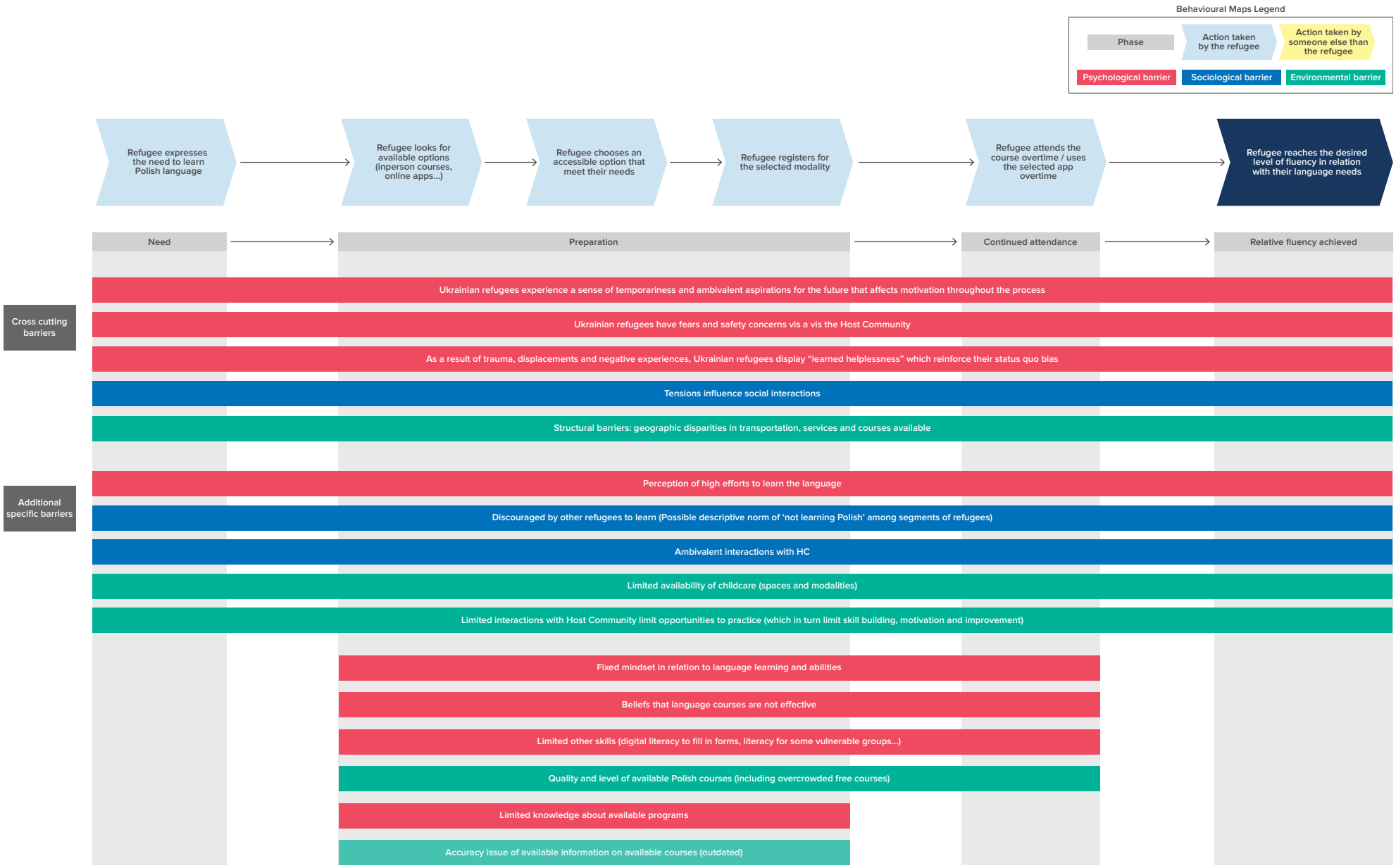
- **Ambivalent support among collective shelter residents:** Support toward moving out of the collective shelter is varied and ambivalent among residents. Some residents encourage and support others in the process (at times, for personal reasons, as the shelter will be less densely inhabited when residents leave). In contrast, other residents actively discourage their fellow refugees from leaving, anticipating difficulties in securing independent accommodation. This lack of support contributes to the fears and status quo presented previously.
- **Discrimination against Ukrainian refugees:** Cases of discrimination were reported in accessing the rental market.
- **Compounded discrimination** of Roma refugees: In addition to the challenges inherent to being a refugee, Roma refugees from Ukraine face **additional discrimination** due to belonging to this minority. **Prejudice from landlords** exacerbates difficulties faced by Ukrainian Roma refugees, with many expressing reluctance to host Roma individuals due to discriminatory attitudes.[63]

* "Learned helplessness" is a psychological condition in which individuals, after repeated exposure to uncontrollable negative events, come to believe they have no power to change their situation—leading them to stop trying, even when change is possible.

Environmental

- **Limited services and support outside of the collective shelter:** It was reported that certain services and support are unavailable outside of the CS.
- **Challenges in receiving supporting documentation** from some collective shelter managers: It was reported that some managers do not provide some supporting documentation required by residents to apply and qualify for the "Together toward Independence" program.
- **Challenges in accessing shelter to provide information:** Some collective shelter managers have been reported to prevent social workers from accessing the location and presenting information about programs that encourage individuals to leave the collective shelters.
- **Structural lack of accommodation:** There is a limited number of available accommodations for rent on the housing market.
- **Limited duration of support programs:** These programs, which support transitioning to independent housing, are typically temporary and short-term in nature. This means that Ukrainian refugees require a stable income to cover rent and associated expenses in the long term.
- **Unintended consequences of the protective legal framework:** The tenant protection embedded in the Polish legal framework, designed to safeguard vulnerable families, may unintentionally cause hesitation among some landlords unfamiliar with the legal process.
- **Transportation challenges:** Some residents in remote collective shelters have limited transportation options, which restrict their ability to access services and explore other accommodations.
- **Environmental Barriers to Housing for Ukrainian Roma Refugees in Poland:**[64] Securing adequate housing is particularly challenging for Ukrainian Roma refugees due to several factors. One key barrier is the **size of family groups.** Large, multi-generational family units – common in some Roma communities – can face difficulties in securing housing due to market constraints or the ability to find landlords willing or able to accommodate such large groups. **Financial** constraints further limit housing options, as many Roma refugees lack permanent employment and the required financial resources to rent accommodations independently.[65]

Ukrainian refugees' residents of collective shelters and women from female-headed households achieve relative fluency in Polish language



Psychological

- **Limited practical need:** Depending on the personal situation of the Ukrainian refugees, some do not feel a need to learn Polish. This applies particularly to residents of collective shelters.
- **Perception of high effort required to learn the language:** As with other target behaviors, there is also a perception that learning Polish is difficult and requires a high level of effort. This perception is combined with a **strong fixed mindset** regarding their language learning abilities (such as "not being good at languages") that comes into play as soon as inherent hurdles to language learning are encountered.
- **Beliefs about language courses:** Among Ukrainian refugees, there are certain beliefs that language courses, particularly free courses, are ineffective in teaching language skills.
- **Limited knowledge** about existing classes was reported. Consultations highlighted uncertainty regarding the quality and accuracy of information that may be provided to refugees through formal or informal channels.
- **Limited literacy skills:** Some Roma refugees face compounded challenges, which may affect their literacy and ability to attend language classes where literacy skills are a prerequisite.[66]

Sociological

- **Discouraged by other Ukrainian refugees from learning,** especially in collective shelters, some Ukrainian refugees are also discouraged by others from learning the Polish language (further research would be necessary to ascertain whether a descriptive norm of not learning Polish exists among segments of the Ukrainian refugee population).
- **Ambivalent reactions of the host community:** Ukrainian refugees have reported receiving mixed responses from the host community when speaking Polish. Some reported receiving positive feedback, but others also reported being mocked, particularly for their accent.

Environmental

- **Limited availability of childcare:** The limited options for childcare can impact the ability to attend language courses.
- **Limited accuracy of information provided:** It was reported that the information provided about Polish courses is not always accurate or timely.
- **Limited opportunities to practice:** This practical barrier stems from limited interactions with the host community, which limits the opportunities to practice Polish. It limits improvement in language skills and motivation.
- **Quality and availability of services: Polish language courses** have been reported as of **low quality,** both in terms of delivery and methodology, which deters effective learning and continued engagement. It highlights the need to go beyond "there are Polish classes available" to ascertain its quality and relevance for the refugees. Additionally, the **level of course** offered may vary depending on the location (rural communities may only be able to provide A1-level courses). Advanced courses may be offered in a further area, creating logistical challenges (such as transportation and childcare) for refugees and hindering their ability to participate in learning.

ANNEX B: EXTENDED MEDIA LANDSCAPE

The media landscape for Ukrainian refugees in Poland is diverse and shaped by multiple actors, including Ukrainian media and officials, diaspora media initiatives and influencers, Polish news outlets, and misinformation campaigns from external actors". Notably, digital communication channels play a significant role in providing information about services and support for Ukrainian refugees.

Key media consumption patterns

- **Preferred information sources and formats.** Ukrainian refugee households primarily rely on digital platforms for information about available services and aid. Facebook (38%) and Telegram (37%) are the most preferred channels, followed by official websites (29%). By contrast, traditional media, for example, TV or newspapers, are the least favored.[67] Notably, Ukrainian refugees prefer consuming digital content in formats of articles (60.4%) and videos (53.1%).[68]
- **Time spent on news consumption.** On average, Ukrainian refugees dedicate 30 to 60 minutes per day to news consumption.[69]
- **Information needs.** Ukrainian refugees in Poland have diverse informational needs, primarily related to practical aspects of life, such as financial support (13.3%), job offers (12.7%), and medical services (11%).[70] Among other topics, Ukrainian refugees are interested in accommodation, changes in Polish law, leisure activities, and educational opportunities.[71]
- **Language of information consumption.** Ukrainian refugees in Poland predominantly consume media in Ukrainian. Even the majority of Russian-speaking and bilingual refugees prefer using Ukrainian to receive information.[72]
- **Barriers to accessing information.** While 60% of Ukrainian refugee households report no challenges in accessing information about aid and services, 22% are unsure where to look, 14% struggle with trust in sources, and 9% find information outdated.[73]
- **Age breakdown.** Media consumption and informational needs among Ukrainian refugees vary by age group.[74]

Age group	18-34	35-59	60+
Preferred channels	✦ Telegram (45%) ✦ Facebook (39%) ✦ Official websites (31%)	✦ Facebook (41%) ✦ Telegram (36%) ✦ Official websites (32%)	✦ Face-to-face communication — family members, volunteers, other refugees (39%) ✦ Facebook (33%)
Crucial information needs	Legal status, ccommodation, job opportunities	job opportunities	Medical care

Social media

Although research indicates that Ukrainian refugees extensively utilize social media platforms, there exists a paucity of data regarding the types of channels and their operators.

Overall, two types of social media channels used by Ukrainian refugees can be distinguished. The first one is community-driven platforms, where most of the content is user-generated. Facebook groups, as well as chats on Telegram, Messenger, and Viber, fall into this category. These platforms often focus on specific cities or topics (e.g., "Ukrainian Moms in Krakow," "Accommodation in Warsaw") and can have over 200,000 members.[75]

The second type is admin-exclusive publishing platforms, such as Telegram channels, Facebook pages, as well as Instagram and TikTok profiles. Some of them are anonymous, while others are run by diaspora NGOs and influencers, as well as UN agencies.

The issue of misinformation was reported in both cases of the utilization of community-driven and anonymous admin-exclusive publishing platforms.[76] [77] By contrast, social media run by diaspora NGOs is viewed as a reliable source of information.[78] For instance, the Ukrainian House Foundation operates both community-driven platforms

(e.g., Facebook "Ukrainian students in Poland" and "Consultations on legalization. Ukrainian House in Warsaw") as well as admin-exclusive publishing channels (e.g., Telegram-channel "Work and business in Poland").

Notably, while data on the influence of Ukrainian bloggers on refugees is limited, their impact is likely to be significant because many of them disseminate practical information for Ukrainian refugees and often have extensive outreach.

Media outlets

Various media outlets are involved in providing information to Ukrainian refugees.

Ukraine-based outlets operate platforms designed explicitly for Ukrainians abroad. For instance, "24 Zakordon" by a popular news TV channel "24th" or "Evacuation. City" by the media agency "ABO."

Ukrainian diasporic media in Poland, including "Yavp.pl", "Nasz Wybir," "UAinKrakow.pl", "InPoland.net," and "Nasza Polsha," which previously focused on economic migrants, have significantly adjusted their content to address the information needs of the newly arrived refugees[79]. Some of these outlets reported that their outreach reached around 200,000 views.

Multiple Polish media companies initially launched platforms to aid Ukrainian refugees but later scaled back their efforts. Despite this, collaborative initiatives between Polish and Ukrainian journalists, such as "Sestry.eu", "Ukrainian in Poland," or "Wprost. Ukraina," have emerged. Furthermore, Polish public institutions play a crucial role by providing Ukrainian-language media, including the portal "Nova Polsha" by the Miroszewski Centre, as well as "Polish Radio for Ukraine" and the TV channel "Slava TV" by the public broadcasting company.

Humanitarian information platforms

Since the full-scale invasion, many local authorities in Poland have launched or improved the existing Ukrainian-language web services.[80]

According to the survey conducted among Ukrainian refugees, 67.24% of respondents seek health information on city websites. Following this, 48.27% look for transportation information. Education information is sought by 34.48% of respondents, while 24.13% are searching for job opportunities, and 18.96% are seeking housing information. Additionally, 79.31% seek other unspecified details.[81]

Refugees generally rate city website information positively in terms of comprehension (67.23%), currency (65.51%), usefulness (58.61%), and completeness (48.27%).[82]

The central government has also established an information platform for refugees, "PomagamUkrainie.gov.pl," and a hotline. However, the survey indicated that over 60% of refugees are unaware of the hotline, and only 12% have used it.[83]

Moreover, several humanitarian actors operate services for Ukrainian refugees, including "The UNHCR Help Page," "The Spilnoinpl.org" portal by UNICEF, and "Mapuj Pomoc" portal by the Foundation "ToProste."

Summary of the Digital Platforms

The table below demonstrates examples of verified communication channels that may be used to target Ukrainian refugees.

Media outlets	**Diaspora-led:** ✦ Yavp.PL (https://www.yavp.pl/uk) ✦ Nasz Wybir (https://naszwybir.pl/) ✦ UAinKrakow.pl (https://uainkrakow.pl/) ✦ InPoland.net (https://inpoland.net.pl/) ✦ Nasha Polsha (https://nashapolsha.pl/) **Initiatives established in cooperation between local and refugee journalists:** ✦ Sestry.eu (https://www.sestry.eu/pl) ✦ Ukrainian in Poland (https://www.ukrainianinpoland.pl/uk/) ✦ Wprost.Ukraina (https://www.wprostukraine.eu/ua) **Ukraine-based:** ✦ Evacuation.city (https://evacuation.city/) ✦ 24 Zakordon (https://zakordon.24tv.ua/) **Run by Polish public institutions:** ✦ Nova Polsha (https://novapolshcha.pl/) ✦ Slawa TV (https://slawa.tv/) ✦ Polish Radio for Ukraine (https://www.polskieradio.pl/398)
Social media	**Community –driven:** ✦ Facebook-group “Ukrainian Students in Poland” (https://www.facebook.com/groups/215693032109560) ✦ Facebook-group “Consultations on legalization. Ukrainian House in Warsaw” (https://www.facebook.com/groups/798653000318248) **Admin-exclusively-publishing:** ✦ Telegram-channel “Work and business in Poland” (https://t.me/UDpracawpolsce) ✦ Telegram-channel “UNHCR Mazowieckie” (https://t.me/UNHCRMazowieckie) ✦ Telegram-channel “UNHCR Lubelskie” (https://t.me/unhcrlubelskie)

Humanitarian information platforms	**Humanitarian actors-led:** ✦ UNHCR Poland Help website (https://help.unhcr.org/poland/uk/) ✦ Spilnoinpl.org (http://spilnoinpl.org/) ✦ Mapuj Pomoc (https://mapujpomoc.pl/) **Central government-led:** ✦ PomagamUkrainie.gov.pl (https://www.pomagamukrainie.gov.pl/) ✦ Zielona Linia portal (https://zielonalinia.gov.pl/pomoc-dla-obywateli-ukrainy) ✦ National hotline **City- led:** ✦ Open Krakow (https://otwarty.krakow.pl/) ✦ Ukrainian language websites of Wroclaw (https://www.wroclaw.pl/ua/) ✦ Ukrainian language websites of Poznan (https://www.poznan.pl/ua/)

ANNEX C: CONNECTING RESEARCH INSIGHTS TO THE THEORY OF CHANGE

This visual representation illustrates how the key behavioral drivers identified during our analysis directly informed the strategy design, creating a clear link between research insights and practical interventions.

The visual representation begins with the key barriers that prevent our target audience from adopting the desired behaviors. Based on these barriers, we identify specific changes needed to overcome them. To catalyze these changes, the campaign will incorporate strategic components that are designed to shift prevailing expectations and narratives. As these expectations and narratives transform, they directly influence the behavioral drivers, creating the conditions necessary for sustainable behavior change among Ukrainian refugees in Poland. The latter part of this visual representation is part of the theory of change.

This section is part of the ToC

Driver identified	The change we want to see	What the campaign needs to expose for the target audience	the direct results of the campaign	campaign The change in behavioural driver
Perception of high effort for unclear gains	Decrease fear of effort	WFHH/CSR are exposed to relatable stories of UR embracing efforts as the results were rewarding	WFHH/CSR are provided an alternative narrative around effort, acknowledging struggles but that are worth it	WFHH/CSR shift their cost/benefit analysis in favor of actions toward target behaviors despite the efforts required
Pervasive sense of transience with strong ambivalence about the future	Decrease the immobility that results from it	WFHH/CSR are exposed to relatable stories of UR who took actions toward independence despite transience	WFHH/CSR are provided an alternative narrative around transcience	WFHH/CSR shift their the cost/benefit analysis in favor of taking actions toward target behaviors despite the transient nature of their situation
Fear negative treatment by service providers, landlords and employers	Decrease fear of negative treatment by service providers, landlords and employers	WFHH/CSR are exposed to relatable stories of positive treatment by employers, landlords and services providers	WFHH/CSR gain alternative perspectives that reshape their expectations of how they will be treated by services providers, landlords and employers	WFHH/CSR experience decreased fears of negative treatment by service providers, landlords and employers
Fear of losing the social safety net that the CS provides upon leaving the CS	Decrease the fear of losing the social safety net upon leaving the CS	WFHH/CSR are exposed to relatable stories that demonstrate the social safety net available outside of the CS	WFHH/CSR gain alternative perspectives that redirect their anticipation toward an existing social safety net outside of the CS	WFHH/CSR experience decreased fears of losing social safety net upon leaving the CS
“Learned helplessness” leading to strengthened status quo bias	Challenge the expectations of negative outcomes	WFHH/CSR are exposed to relatable success stories that include tangible actionable steps	WFHH/CSR gain alternative perspectives that redirect their anticipation toward actions likely to yield positive results	WFHH/CSR develop expectations of positive outcomes, reducing “learned helpessness”
Limited support from other refugees for taking actions toward independence	Increase support from fellow refugees for taking actions toward independence	WFHH/CSR are exposed to relatable stories of supportive fellow refugees	WFHH/CSR gain alternative perspectives that redirect their anticipation toward social support	WFHH/CSR develop expectations of supporting social environment
			WFHH/CSR gain alternative perspectives that redirect their action toward being supportive	WFHH/CSR recognize that they are socially expected to be supportive toward fellow refugees

ANNEX D: TARGET AUDIENCE PERSONAS

The following personas are designed to support the effective design and implementation of this campaign.

Each persona is grounded in rigorous research and reflects key experiences, beliefs, barriers, and motivations within our target audience. While they aim to capture essential insights and circumstances, these personas are not direct representations of any individual. Nor do they encompass the full diversity of refugee communities or host society members.

They should be used as tools to guide the creation of inclusive, respectful, and contextually appropriate messaging—without reinforcing stereotypes or oversimplifying complex issues.

Collective shelter residents

Anastasiya – a woman living in a collective shelter with children

Name: Anastasiya
Age: 32

Target Behaviors:

- Receive Independent Housing Benefits.
- Achieve relative fluency in Polish language.
- Access formal employment.

Who does she trust to learn about these journeys from:

- Social workers (especially in real life).
- People around her in the CS.
- Ukrainians who have moved out of the CS successfully.

Preferred and trusted channels:

- Telegram.
- Facebook.
- Governmental and Diasporic websites.

Preferred Content Formats:

- Videos.
- Short text messages.

Her story:
Anastasiya came to Poland in 2024 from a small town in Sumy Oblast, where the invasion damaged her house. Her husband stayed in Ukraine due to martial law. She brought her two children (ages 4 and 7) with her to Poland, hoping for safety and stability. Back in Ukraine, she studied for a degree in accounting and worked with a small local company. She has more than 5 years of accounting experience and is struggling with the feeling that it might be worthless now because the process to get her qualifications approved in Poland sounds lengthy. She has been living in a Collective Shelter since she arrived, and that bubble feels like her life now. In some ways, she is frustrated there due to the constant noise, shared responsibilities, strict co-living rules, and the general air of resignation. On the other hand, she has built a community there with other Ukrainian mothers who help each other with household tasks and childcare, sharing a sense of identity.

Most of the women around her seem reluctant to leave the CS for fear of ending up on their own, unable to afford rent, or struggling to find reliable childcare while juggling work. Anastasia has absorbed these concerns and hears little to change that narrative. She receives Polish childcare benefits and gets some money from her husband in Ukraine, but it only covers the absolute essentials. She would like to be earning again and to have some more control over her life by living in her own space, but she feels exhausted by the idea of more upheaval on her own and isn't sure how to make it all work. She has inquired about job prospects but has only heard stories about difficult working conditions in factories and is daunted by the process of formally applying for jobs in Poland in general, as it seems so different from what she is accustomed to back in Ukraine. Anastasiya is fluent in Ukrainian and Russian and has managed to learn some basic Polish from small interactions, but she doesn't get many opportunities to practice. Currently, Anastasiya is ambivalent about the future and unsure whether she'll be able to return to Ukraine or how much she should invest in building her family life in Poland. However, she wants to determine what is best for her children.

Ivanna – an older woman living in a collective shelter

Name: Ivanna
Age: 60

Target Behaviors:
- Receive Independent Housing Benefits.
- Achieve relative fluency in Polish language.
- Access formal employment.

Who does she trust to learn about these journeys from:
- Family.
- Other refugees.
- Social workers and volunteers (in person).
- Other people of her age.

Preferred and trusted channels:
- Viber.
- Facebook.
- Information point.

Preferred Content Formats:
- Text.
- IRL Info sessions.
- Printed fliers.

Her story:
Ivanna came to Poland in 2023 leaving behind her small town, which was under occupation. In Ukraine, she worked as an administrative support in a local post office. Her eldest daughter and her two children became internally displaced and tried to build a new life in Western Ukraine. Ivanna decides to go to Poland and has been living in a CS hoping to return to Ukraine since.

Every day she feels deep nostalgia for her old home and details of her daily routine where she felt useful. She misses having a sense of meaning and community in her life and is daunted by the idea of finding that in Poland. She has tried to make herself an integral part of the CS, supporting with childcare for some of the younger women who came with their kids, and that gives her a sense of purpose, but she knows they won't stay there forever with her. She fears becoming a burden to society and is worried she won't ever be able to go back to Ukraine.

Ivanna gets a small pension from Ukraine, but it doesn't stretch far in Poland and her family can't afford more to support her so she would like to get some more income of her own. At her age, Ivanna thought work was behind her and has not been able to figure out how to start again in a new place and new language. She worries this will leave her homeless if she loses her accommodation and feels vulnerable.

She speaks Russian and Ukrainian but hasn't felt confident trying Polish even though she knows it might help her feel more independent and less lonely if she makes progress.

Petro - a disabled man living in a collective shelter

Name: Petro
Age: 35

Target Behaviors:
- Receive Independent Housing Benefits.
- Achieve relative fluency in Polish language.
- Access formal employment.

Who does he trust to learn about these journeys from:
- Social workers.
- Other people living in the collective shelter.
- Ukrainian NGOs.

Preferred and trusted channels:
- Facebook.
- Spotify.
- Diaspora and Ukraine-based media are accessible to people with visual impairments.

Preferred Content and Formats:

- Podcasts.
- Articles published on the platforms for people with visual impairments.

His story:

Petro is a person with visual impairments. He is not blind, but cannot read without adaptations in lighting, contrast, and the size of the print. Petro came to Poland in 2023 from Kharkiv. He completed his secondary education and, since graduating from technical college, has been working at a social enterprise for people with disabilities, where he produces electronic devices.

Currently, Petro lives in a collective shelter in Wroclaw and receives both Polish and Ukrainian social benefits for people with disabilities, which allow him to cover basic needs. He is fluent in Russian and Ukrainian but has never attended any Polish courses. Most other shelters' residents are non-disabled people. They assist Piotr in performing everyday tasks. The shelter manager is also very supportive, often accompanying him to medical and administrative appointments. However, Petro is dissatisfied with the shelter's living conditions, which are not adapted to the needs of people with visual impairments.

Through a Facebook group for Ukrainian refugees with disabilities, Petro occasionally sees announcements about projects offering free Polish language courses and massage therapy training, with paid apprenticeships upon completion. He is interested in getting employment to move out of the shelter. However, he lacks confidence in his language-learning abilities and fears he may struggle to acquire new skills, as his previous work experience was limited to repetitive tasks in a familiar environment.

Raisa – a young Roma refugee living in a collective shelter

Name: Raisa
Age: 19

Target Behaviors:

- Receive Independent Housing Benefits.
- Achieve relative fluency in Polish language.
- Access formal employment.

Who does she trust to learn about these journeys from:

- Her family.
- Representatives of Polish Roma organizations.
- Other Roma refugees.

Preferred and trusted channels:

- Telegram.
- Facebook.
- Instagram.

Preferred Content and Formats:

- Short videos.
- Short text messages.

Her story:

Raisa came to Poland in 2022 with her parents and five younger siblings when she was 17 years old. Previously, their family lived in a small village in the Odesa region, where they ran a small farm. Her father also worked occasionally on construction sites. In Ukraine, Raisa attended a local school but struggled to make friends as she was the only Roma girl in her class and often felt discriminated against.

Since arriving in Poland, her family has been living in a collective shelter in a small town in the Małopolska region. Volunteers from a Roma organization gifted her a laptop, enabling her to complete her online studies and graduate from her Ukrainian school. In the shelter, she met other Roma girls, who provided her with a sense of belonging and a supportive environment. She deeply appreciates the assistance and services offered by Roma-led organizations, such as Polish language courses. She is concerned that these resources will not be available to her outside the collective shelter. At the same time, Raisa is eager to participate in hairdressing courses, find a job, and start an independent life outside the collective shelter. Her family initially covered her living costs through child benefits, but those were reduced after she turned 18, increasing their financial burden. It also motivates Raisa to pursue an independent life and not rely on her parents for financial support.

While her family and the Roma community encourage her goals, they also express concerns about potential discrimination, which can make her wary of becoming more independent. Her parents also discourage her from moving far away from her family, expecting that she will support them in caring for her younger siblings. Raisa speaks Ukrainian, Russian Romani, and basic Polish.

Ukrainian Women in Female-Headed Households

Olga – a woman living outside of a collective shelter with children

Name: Olga
Age: 38

Target Behaviors:
- Achieve relative fluency in Polish language.
- Access formal employment.

Who does she trust to learn about these journeys from:
- Family.
- Social workers.
- Refugees in similar situations.
- Ukrainian NGOs.

Preferred and trusted channels:
- Facebook.
- Telegram.
- Diasporic media.
- Official Polish Government websites.

Preferred Content and Formats:
- Short videos.
- Messages.
- IRL info sessions.

Her story:
Olga came to Poland with her two children (aged 2 and 6), leaving her husband behind due to martial law. She currently lives with an older Polish woman, who has been hosting her since she arrived in Poland. Olga receives childcare benefits from the Polish government and some financial support from her husband in Ukraine. It allows her to cover basic needs and pay a symbolic fee for renting the room. However, she would like to feel more self-sufficient and secure.

She holds a University Degree in Ukrainian philology and previously worked as a schoolteacher. Olga would like to work to have more independence but is held back by concerns about finding good and reliable childcare and daunted by what she believes will be a challenging process to convert her qualifications to Poland. Olga doesn't think she would find a formal job that's relevant to her and finds it hard to stay motivated to look for work because she's unsure how long she will be in Poland. However, she can also see that time is passing, and her children are becoming more settled, so she wants to provide them with more stability. So far, Olga has found learning Polish challenging, and she still has a basic knowledge of the language. However, she would like to help her children more with their schoolwork to ensure they excel, just as she did in Ukraine. She also needs to be more confident taking them to the doctors and so on. Her Ukrainian identity and traditions are essential to her, and she hopes to reunite with her family.

Anna – a woman living outside of a collective shelter without children

Name: Anna
Age: 20

Target Behaviors:
- Achieve relative fluency in Polish language.
- Access formal employment.

Dissemination channels:
- Telegram.
- Facebook.
- Official websites.
- Instagram.

Who does she trust to learn about these journeys from:
- Her parents are in Ukraine.
- Her family in Poland.
- Diasporic influencers.

Preferred Content and Formats:

- Short videos.
- Infographics.
- Short messages.

Her Story:

Anna came to Poland in 2024 from Zaporizhzhia, where she was living with her parents. Anna earned a Bachelor's degree in journalism at Zaporizhzhia National University and previously worked part-time at a local TV station.

Currently, she is living in Lublin with relatives of her uncle, who himself migrated to Poland ten years ago. She helps her uncle's family with childcare responsibilities and household duties. Her parents also provide her with some financial support from Ukraine. Recently, Anna worked unofficially as a waitress for three weeks. During this time, she was given disproportionately heavier workloads compared to her Polish colleagues. Moreover, she was subjected to hurtful comments from her employer and received a lower salary than she had agreed upon. Anna is willing to find a job in Poland and start an independent life. At the same time, her previous negative experience disincentivizes her from searching for formal employment. Additionally, her parents insist she should aim for a job that matches her education, discouraging her from taking low-skilled work. She considered vocational training to explore new career paths but was frustrated by Telegram group discussions suggesting the recruitment process is very complicated.

Anna speaks fluent Ukrainian and Russian and has an intermediate level of English. However, her limited Polish skills are a barrier to finding suitable employment. She studies Polish independently using apps and YouTube but lacks opportunities to practice in real-life settings.

Polish Host Community (Secondary) - Potential Landlords and Employers

Zofia - a Polish woman from the host community

Name: Zofia
Age: 38

Target Behaviors:

- Support the Ukrainian audience with all target behaviors by promoting welcoming behaviors and favorable treatment from the Polish community. Focus on encouraging Ukrainian refugees to look for independent housing as landlords themselves.

Preferred and trusted channels:

- Facebook.
- Instagram.
- YouTube.
- National and local media outlets.
- TV show.

Who does she trust:

- Family.
- Friends.
- Priest.
- Chosen media and influencers.

Preferred Content and Formats:

- Short and long videos.
- Online articles.
- Podcasts.
- TV shows.

Her story:
Zofia is a 45-year-old woman living in Radom. She is raising two school-aged children on her own. Zofia has a university degree and works full-time in administration at a local school. Zofia strongly identifies with Polish traditions and values. She regularly attends church, celebrates holidays with her family, and makes a conscious effort to pass on her faith and patriotic spirit to her children.

A few years ago, after her aunt's passing, she inherited an apartment in a quiet part of the city. This inheritance provided her family with financial stability. To supplement her income, Zofia wants to rent her apartment. She knows some Ukrainian families are looking for housing but isn't sure if that's a good idea. She has heard some stories about Ukrainian refugees not paying rent and being noisy. She is also unsure if the laws might be different for them, leaving her in a vulnerable position as a landlord if things go wrong.

What she needs is reassurance—that helping others doesn't mean giving up her own needs and values, but rather, can be a step toward building a stronger and more prosperous community.

Marek - a Polish man from the host community

Name: Marek
Age: 40

Target Behaviors:
- Support the Ukrainian audience in adopting all target behaviors by promoting welcoming attitudes and favorable treatment from the Polish community – primarily by encouraging Ukrainian refugees to seek formal employment and positioning Polish employers as open and supportive.

Preferred Content and Formats:
- Facebook.
- Instagram.
- YouTube.
- National and local media outlets.
- TV shows.

Who does he trust:
- Family.
- Friends from the local football funs' club.
- Chosen media and influencers.

Preferred Content and Formats:
- Short and long videos.
- Online articles.
- TV shows.

His story:
Marek is a 40-year-old Polish man living with his wife and two children in Katowice. After completing technical secondary school, he spent years working in logistics before fulfilling a long-held dream: opening his own small delivery and transportation business.

He needs to hire three more people and has received recommendations from some Ukrainian women from a Christian Church group. But he has been hesitant after online stories and comments from friends suggesting that refugees can be "demanding," "ungrateful," or "only looking for handouts." Marek has felt worried that Ukrainian refugees are being given privileges that Poles don't get, especially when it comes to government support or access to services. He sometimes wonders if people like him—who work hard, pay taxes, and employ others—are being taken for granted while others "get everything for free."

He's also cautious about cultural change. He values Poland's Catholic traditions and is deeply attached to family-centered holidays, Sunday Mass, and raising his children with conservative values. There's a lingering fear that a large, growing refugee population might challenge those norms. At the same time, Marek knows from experience that not all the stereotypes are true.

Marek is also a passionate fan of his local football team. He regularly attends home matches with friends and is an active member of the local fan club. The stadium is one of the few places where he truly relaxes, lets off steam, and feels part of a tight-knit community. Sometimes, the conversations at the fan club reflect strong, even hostile opinions about migrants, and Marek often finds himself nodding along, even if he's not entirely sure. Marek doesn't consider himself racist or xenophobic. What Marek might respond well to are stories of Ukrainian refugees who work hard, respect traditions, and contribute to the community.

ANNEX E: MONITORING AND EVALUATION FRAMEWORK

Impact: Women in female-headed household and Collective shelter residents progress toward independence, pursue their aspirations, and participate in a society that supports their inclusion

Behavioral outcomes

Outcomes/ Outputs	Indicator	Means of calculation	Verification source	Disaggregation	Frequency	Responsibility	Reporting
Outcome A: WFHH and CSR take the necessary steps under their control to access to formal employment	Percentage of WFHH and CRS who report taking necessary steps under their control to access formal employment in the last 12 months	**Numerator:** Number of WFHH and CSR who mention at least one action they took toward accessing formal employment in the past 12 months **Denominator:** Total number of WFHH and CSR interviewed	*Survey*	Age Sex Geographical location	Baseline, Endline	UNHCR and implementing partners	Baseline report, End line report
	Percentage increase of participation of WFHH and CRS in the formal labor market	N/A	*Official statistics from relevant ministries*	Age Sex Geographical location	Baseline, Endline	UNHCR and implementing partners	Baseline report, End line report
Outcome B: CSR take the necessary steps under their control to access independent housing benefits	Percentage of CRS who report taking necessary steps under their control to access independent housing benefits in the last 12 months	**Numerator:** Number of CSR who mention at least one action they took toward accessing independent housing benefits in the past 12 months **Denominator:** Total number of CSR interviewed	*Survey*	Age Sex Geographical location	Baseline, Endline	UNHCR and implementing partners	Baseline report, End line report
	Percentage increase of participation in independent housing benefits programme (such as Together toward Independence)	N/A	*Official statistics from relevant ministries*	Age Sex Geographical location	Baseline, Endline	UNHCR and implementing partners	Baseline report, End line report
Outcome C: WFHH and CSR take the necessary steps under their control to achieve relative fluency in Polish language	Percentage of WFHH and CRS who report taking necessary steps under their control to achieve relative fluency in Polish language in the last 12 months	**Numerator:** Number of WFHH and CSR who mention at least one sustained action they took toward achieving relative fluency in Polish language in the past 12 months **Denominator:** Total number of WFHH and CSR interviewed	*Survey*	Age Sex Geographical location	Baseline, Endline	UNHCR and implementing partners	Baseline report, End line report
	Percentage of WFHH and CRS who report having achieved relative fluency in Polish language based on their personal needs	Numerator: Number of WFHH and CSR who respond "strongly agree" or "agree" to the following statement "I have achieved the level of fluency in Polish language that meet my needs to live in Poland" Denominator: Total number of WFHH and CSR interviewed	*Survey*	Age Sex Geographical location	Baseline, Endline	UNHCR and implementing partners	Baseline report, End line report

Intermediary outcome 1: To increase motivation to take actions toward target behaviours (1 of 2)							
Outcomes/ Outputs	**Indicator**	**Means of calculation**	**Verification source**	**Disaggregation**	**Frequency**	**Responsibility**	**Reporting**
1 - WFHH and CSR experience increased motivation to take actions toward target behaviors	Percentage of WFHH and CRS who report experiencing an increase motivation to take action toward target behaviours	**Numerator:** Number of WFHH and CSR who respond "strongly agree" or "agree" to at least one of the following statement "I feel motivated to take action to access formal employement" or "I feel motivated to take action to access independent housing benefits" or "I feel motivated to take action to achieve relative fluency in Polish language" **Denominator:** Total number of WFHH and CSR interviewed	*Survey*	Age Sex Geographical location	Baseline, Endline	UNHCR and implementing partners	Baseline report, End line report
1.1 - WFHH and CSR shift their cost/benefit analysis in favor of action actions toward target behaviors despite the efforts required	Percentage of WFHH and CRS who report shifting their cost/benefit analysis in favor of action despites the efforts required and the transient nature of their situation	**Numerator:** Number of WFHH and CSR who respond "strongly agree" or "agree" to a statement such as "I don't know how long my stay in Poland will be but I think it is worth my time and efforts to [target behaviour]" **Denominator:** Total number of WFHH and CSR interviewed	*Survey*	Age Sex Geographical location	Baseline, Endline	UNHCR and implementing partners	Baseline report, End line report
1.2 - WFHH and CSR shift their the cost/ benefit analysis in favor of action actions toward target behaviors despite the transient nature of their situation			*Official statistics from relevant ministries*	Age Sex Geographical location	Baseline, Endline	UNHCR and implementing partners	Baseline report, End line report
1.3 - WFHH/ CSR experience decreased fears of negative treatments from service providers, landlords and employers	Percentage of WFHH and CRS who report lower fears of negative treatments from service providers, landlords and employers	**Numerator:** Number of WFHH and CSR who respond "Always" or "Often" to a serie of statements such as "I am afraid of interacting with service providers while in Poland" **Denominator:** Total number of WFHH and CSR interviewed	*Survey*	Age Sex Geographical location	Baseline, Endline	UNHCR and implementing partners	Baseline report, End line report

Intermediary outcome 1: To increase motivation to take actions toward target behaviours (2 of 2)							
Outcomes/ Outputs	**Indicator**	**Means of calculation**	**Verification source**	**Disaggregation**	**Frequency**	**Responsibility**	**Reporting**
1.4- CSR experience decreased fears of losing social safety net upon leaving the CS	Percentage of CRS who report decreased fear of losing social safety net upon leaving the CS	**Numerator:** Number of CSR who respond "strongly agree" or "agree" to a statement such as "I trust that I will find support in my community after leaving the CS" **Denominator:** Total number of CSR interviewed	*Survey*	Age Sex Geographical location	Baseline, Endline	UNHCR and implementing partners	Baseline report, End line report

Intermediary Outcome 2: To increase self efficacy							
Outcomes/ Outputs	**Indicator**	**Means of calculation**	**Verification source**	**Disaggregation**	**Frequency**	**Responsibility**	**Reporting**
2 - WFHH and CSR experience increased self efficacy	Percentage of WFHH and CRS who report experiencing an increased self efficacy	**Numerator:** Number of WFHH and CSR who respond "strongly agree" or "agree" to a statement "I am confident in my ability to overcome challenges and achieve my goals, even when faced with obstacles" **Denominator:** Total number of WFHH and CSR interviewed	*Survey*	Age Sex Geographical location	Baseline, Endline	UNHCR and implementing partners	Baseline report, End line report
2.1- WFHH and CSR develop expectations of positive outcomes, reducing learned helpessness	Percentage of WFHH and CRS who report increased expectations of positive outcomes when facing challenges	**Numerator:** Number of WFHH and CSR who respond, "very likely" or "somewhat likely" to a series of questions following different scenarios of related to the target behaviours such as "How likely it is that [fictious character name] repeated application for an appartment to move out of the CS will be successful" **Denominator:** Total number of WFHH and CSR interviewed	*Survey*	Age Sex Geographical location	Baseline, Endline	UNHCR and implementing partners	Baseline report, End line report

Intermediary Outcome 3: To benefit from an increased supporting environment (1 of 2)							
Outcomes/ Outputs	**Indicator**	**Means of calculation**	**Verification source**	**Disaggregation**	**Frequency**	**Responsibility**	**Reporting**
3- WFHH and CSR benefit from an increased supporting social environment	Percentage of WFHH and CRS who report increased expectations of receiving support from their social environment	**Numerator:** Number of WFHH and CSR who respond, "Everyone in my community" or "Most people in my community" to a serie of statements on the support they receive such as "I receive encouragement I need to reach my goals by...." and ""I receive help to reach my goals by...." **Denominator:** Total number of WFHH and CSR interviewed	*Survey*	Age Sex Geographical location	Baseline, Endline	UNHCR and implementing partners	Baseline report, End line report

Intermediary Outcome 3: To benefit from an increased supporting environment (2 of 2)							
Outcomes/ Outputs	**Indicator**	**Means of calculation**	**Verification source**	**Disaggregation**	**Frequency**	**Responsibility**	**Reporting**
3.1 - WFHH and CSR develop expectations of supporting social environment	Percentage of WFHH and CRS who report experiencing an increase supporting social enviornment	**Numerator:** Number of WFHH and CSR who respond "strongly agree" or "agree" to a serie of statements for different segments of refugees' support system in Poland such as "I believe that [Other CSR, Other Ukrainian refugees in my surrounding....] will provide the help and encouragement I need to reach my goals" **Denominator:** Total number of WFHH and CSR interviewed	*Survey*	Age Sex Geographical location	Baseline, Endline	UNHCR and implementing partners	Baseline report, End line report
3.2 - WFHH and CSR realize that they are socially expected to be supportive toward fellow refugees	Percentage of WFHH and CRS who report they are socially expected to provide support to others	**Numerator:** Number of WFHH and CSR who respond "strongly agree" or "agree" to a serie of statements for different segments of refugees' support system in Poland such as "It is expected of me to provide encouragement and assistance toward [Other CSR, Other Ukrainian refugees in my surrounding....] for them to reach my goals" **Denominator:** Total number of WFHH and CSR interviewed	*Survey*	Age Sex Geographical location	Baseline, Endline	UNHCR and implementing partners	Baseline report, End line report

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