

REPORT



**ASSOCIATION FOR
COMMUNITIES
PARTICIPATORY
DEVELOPMENT**

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**WE HAVE MADE
THE PRINCIPLE
«NOTHING FOR US
WITHOUT US» —
ALL INITIATIVES
ARE IMPLEMENTED
TOGETHER WITH
PEOPLE AND FOR
PEOPLE.**

DEAR PARTNERS, FRIENDS AND COLLEAGUES

The year 2025 became a year of recovery, resilience, and strengthening of communities for our Association. It was filled with both challenges and achievements. We are pleased to present our report, in which we share our accomplishments and the journey we have taken together with our partners and communities.

In 2025, we followed a clear strategic vision and consistently asked ourselves not only “how” to work, but also “why” and “for whom.” We aimed to ensure that every initiative brings real, tangible value. It is no coincidence that people said about our team: “they know what they want and have a clear focus.” This focus — the resilience and development of communities — remained our constant guiding principle throughout the year.

The scale of our work has grown significantly over the years. While in 2020 we worked with only 7 communities across 3 oblasts, by 2025 we have expanded to 50 communities in 10 oblasts. Behind these numbers stands a strong team and deep trust.

We are sincerely grateful to the communities and partners: without your support, our work would not have made sense, and such results would not have been possible.

For us, 2025 was a highly productive year: we established new partnerships, gained new skills, and engaged new communities in cooperation. We made the principle “nothing for us without us” central to our work — all initiatives are implemented together with people and for people.

There is still much work ahead and many challenges to face, but building on the experience and achievements of

LEONID DONOS,
Executive director
Association for
Communities
Participatory
Development



STRATEGIC PLAN

The Strategic Plan of the Association for Communities Participatory Development was approved in 2025 for the period up to 2030. This document defines the long-term vision of the Association's development, its mission, key strategic directions, and priority areas of activity. The development of the Strategic Plan was the result of an analysis of previous experience, the current context, as well as the needs of communities and partners. The mission, vision, and strategic directions reflect our shared understanding of how the Association operates today and where it aims to move in 2026–2030 in order to create sustainable value for communities and partners.

MISSION

We strengthen communities by supporting social cohesion, civic participation, and partnerships among diverse stakeholders. We create conditions for sustainable development by providing communities with resources, knowledge, and opportunities — from building a strong local civil society sector and implementing participatory practices to delivering humanitarian assistance and supporting recovery.

VISION

We envision an active and inclusive network of communities across Ukraine, where all residents have equal access to opportunities for development and participation in community life. In this vision, local organizations and leaders work together to strengthen resilience, promote well-being, and support the recovery of their communities.

VALUES ON WHICH OUR ACTIVITIES ARE BASED:

Nothing for us without us

Only what communities truly need and believe in has real value. We are convinced that only decisions made with the participation of residents themselves become truly effective and sustainable. Our beneficiaries are people who want their voices and needs to be heard.

Trust

Partnerships built on trust are sustainable and mutually beneficial. That is why we always act openly, honestly, and in close collaboration with our partners and communities.

Dialogue

We strive to hear diverse perspectives and engage different groups of people. Through constructive dialogue and mutual respect, we find common ground, overcome barriers, and create the conditions for genuine social cohesion.

STRATEGIC DIRECTIONS

The Association's Strategy defines five key areas of activity aimed at strengthening the capacity of communities, supporting residents affected by the war, internally displaced persons, and veterans; fostering initiative-driven leadership and inclusive services; and creating opportunities for systemic change to ensure sustainable development in partner communities.

Democratic local self-government and proactive civil society organizations

The Association enhances the effectiveness and resilience of local self-government and strengthens the capacity of local civil society organizations to ensure transparent and accountable governance in partnership with communities. We support the professional development of local self-government bodies and CSOs (civil society organizations) through training, knowledge exchange, and resource support.

An Active Community is a Successful Community

We promote the active participation of residents in the life and development of their communities, support local initiatives, and foster responsible leadership. The Association creates an environment in which community members have the opportunity to take part in decision-making, as well as to implement their own ideas and projects.

Social cohesion and support

We contribute to strengthening social cohesion in communities by fostering a culture of mutual support, tolerance, and unity. We encourage people to come together to address challenges collectively and support one another, so that communities can act as a united front in the face of adversity.

Improved services for citizens

The Association expands residents' access to quality public services and adapts these services to the specific needs of different population groups, especially vulnerable ones. For us, improving the system means introducing innovative approaches to service delivery — from the digitalization of administrative services to people-centered social services. We work to ensure that every community can provide effective, transparent, and accessible services for all residents.

Organizational development

We strengthen our organization by improving internal processes, enhancing team competencies, and implementing strategic planning. This includes structuring internal systems, building staff capacity, and defining long-term goals aligned with our mission. Through a systematic approach and strong teamwork, we create a solid foundation for effective operations, enabling us to better support communities in their recovery and development.

2025: THE YEAR OF RESILIENCE, COHESION AND COMMUNITY DEVELOPMENT

Despite challenging external circumstances, we witnessed a remarkable momentum for change: residents became more active, and local leadership grew more professional and open to modern approaches in governance. In 2025, the Association's work became a driver for strengthening partnerships between authorities and society through joint projects, capacity-building, and direct support:



For our community, 2025 was a difficult test. Alongside development, we continue to face the losses caused by the war and remember everyone who gave their life for our country. That is why it is especially important that, despite the pain and challenges, we have managed to preserve unity and continue working for people. Cooperation with the Association has helped strengthen the community's capacity, foster dialogue, and support those who need it most. We see that joint efforts of local authorities, residents, and civil society organizations bring real results and help restore confidence in the future. For us, development today is not about big words — it is about daily, collective work for the resilience of our community and our country.

IVAN KALASHNYK,
Head of the Tomakivka
Community

**WE SEE THAT JOINT ACTIONS
BY AUTHORITIES, RESIDENTS,
AND CIVIL SOCIETY
ORGANIZATIONS DELIVER
REAL RESULTS AND RESTORE
FAITH IN THE FUTURE.**



CREATING CHANGE THROUGH JOINT PROJECTS

“HROMADA RECONSTRUCTION AND EMPOWERMENT FACILITY (HREF)”

In partnership with seven communities, we created an effective platform for dialogue. Through the work of local working groups and joint discussions, communities not only developed social cohesion initiatives but also elevated collaboration between authorities, residents, and civil society organizations to a new level of trust.

“WAY TO PROTECTION AND DURABLE SOLUTIONS” — A NEW SPACE FOR DIALOGUE

The project covered twenty-four communities, becoming a foundation for joint planning of the future. We helped create an open space where residents' voices are reflected in community development plans. By supporting initiative groups, we enabled communities to take ownership of recovery and resilience processes.

“OPEN DOORS” — INVESTING IN THE FUTURE OF EDUCATION

We successfully improved educational services in ten communities. Our approach combined modern technical equipment with the development of educators' competencies, ensuring sustainable development and a comfortable learning environment for children in the long term.

DIRECT SUPPORT — A STEP TOWARD COMFORT AND RESILIENCE

INFRASTRUCTURE TECHNICAL MODERNIZATION

The provision of equipment for educational and social institutions enabled communities to create fundamentally improved conditions for service delivery. We helped transform educational institutions into modern and comfortable spaces.

CARE FOR SOCIAL RESILIENCE

Targeted support for vulnerable population groups became an important contribution to social protection and community support. It strengthened the sense of unity and confidence in the future for large families and newly arrived residents.

INVESTING IN LEADERSHIP AND CAPACITY

SUPPORTING CSOS AS AGENTS OF CHANGE

The Association strengthened the role of local civil society organizations. Our development program, built on partnership, helps CSOs unlock their internal potential and become professional partners for their communities in addressing social challenges.

PROFESSIONALIZATION OF MANAGEMENT AND LEADERSHIP

Through our training programs, community representatives gained skills in modern project management. Local teams are now able to independently turn ideas into successfully implemented projects — from the initial concept to the evaluation of results.

THE POWER OF LOCAL INITIATIVES

Project management training empowered community members to take responsibility. We helped strengthen teamwork and showed how to turn every good initiative into a sustainable and effective effort within the community.

PARTICIPATION — THE FOUNDATION OF GOVERNANCE

Seminars on civic participation and communication enabled the introduction of practical tools for engaging residents in decision-making. This has made local governance more inclusive and open to community input.

2025 IN NUMBERS

5 projects implemented, 4 of which are ongoing



20

local CSOs selected for organizational support



42

communities participating in the Association's programs



189

units of equipment delivered to communities



30+ trainings and seminars

180+

local strategic sessions

103

dialogues between local authorities and community residents



7,500+

event participants

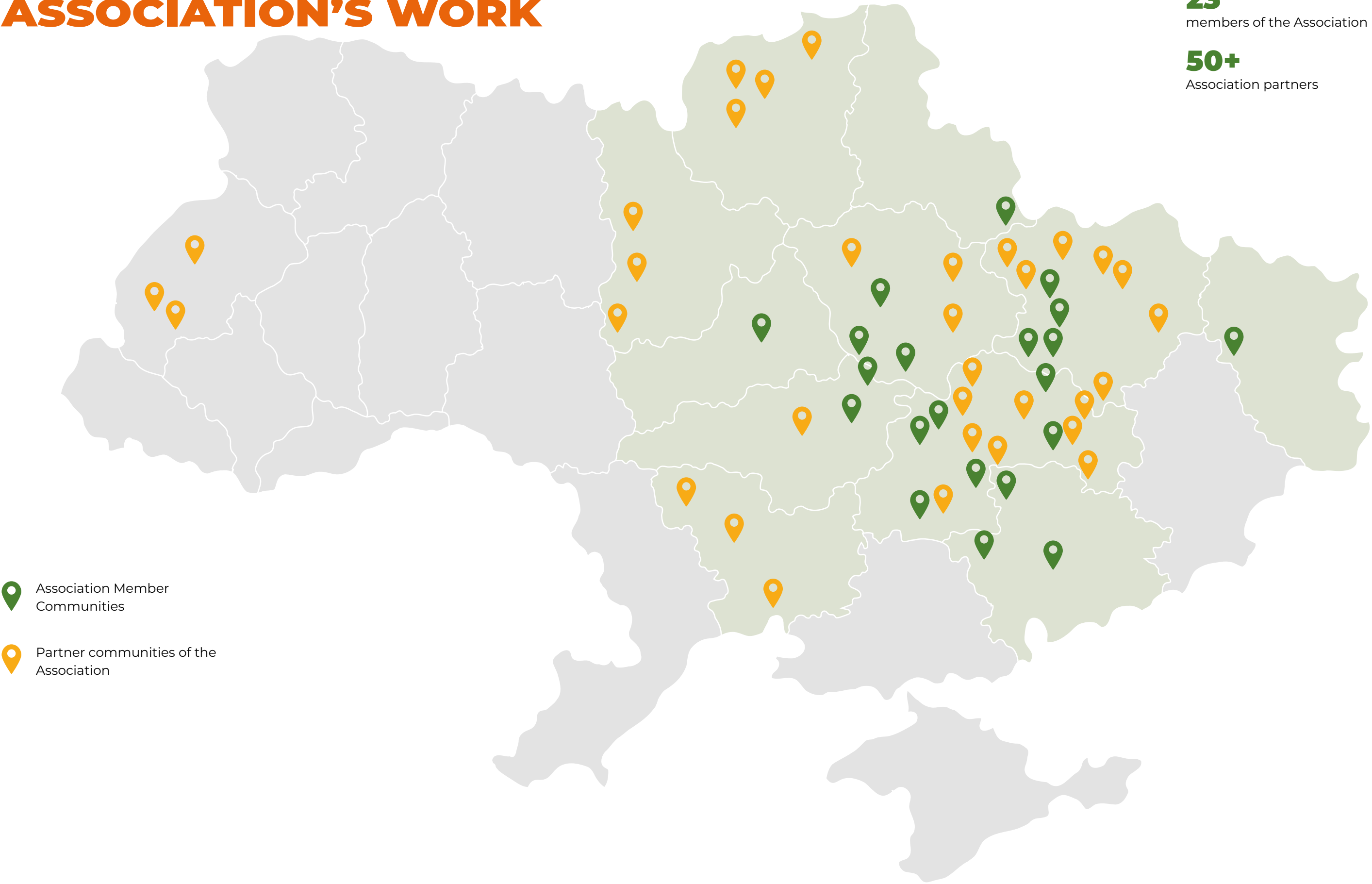
10,000+

project beneficiaries

GEOGRAPHY OF THE ASSOCIATION'S WORK

23
members of the Association

50+
Association partners



-  Association Member Communities
-  Partner communities of the Association

INCREASING COMMUNITY ENGAGEMENT OF RESIDENTS

**FOR US, THE PRINCIPLE
“NOTHING FOR US WITHOUT
US” IS NOT JUST A CATCHY
PHRASE, BUT A CORE RULE.**

We believe that before doing anything, it is important to first ask people what they actually need. Only through dialogue can different perspectives be heard, and to ensure these perspectives are truly diverse, we strive to engage as wide a range of residents as possible.

In 2025, the Association continued to support and develop consultative and advisory bodies in communities, namely working groups. For us, this is not just about regular scheduled meetings. It is primarily a space where people learn to trust one another, take on shared responsibility, and ultimately find solutions that truly change life at the local level. We see that when residents feel like co-creators of change, these changes become much more sustainable.



At the very beginning of our cooperation with the Association, we voiced our need to develop an up-to-date Community Development Strategy. Our request was immediately met with a response, and we felt the Association's readiness not just to get involved, but to support us throughout the process in a professional and partnership-based manner. At that time, the absence of a strategy made systematic planning more difficult and did not provide a clear understanding of development priorities, especially in the context of wartime challenges and the need to attract international support. We needed a document that would serve as a guideline for decision-making and further actions.

Through our joint work with the Association, with the participation of residents and key stakeholders, we developed the Development Strategy of the Oleksandriia City Territorial Community for 2026–2036, as well as an Action Plan for its implementation for 2026–2028. For us, these were not just formal documents, but the result of a genuine dialogue and consideration of the real needs and capacities of the community. Today, these outputs have become the foundation for strategic management, resource mobilization, and the implementation of changes that are gradually becoming tangible for residents.

**FOR US, THESE
WERE NOT FORMAL
DOCUMENTS, BUT
THE RESULT OF A
GENUINE DIALOGUE
AND CONSIDERATION
OF THE REAL NEEDS
AND CAPACITIES OF THE
COMMUNITY.**



HANNA CHASNYK,
Head of the Investment and
Innovation Department,
Economic Development
Office, Oleksandriia City
Council

RECOVERY WORKING GROUPS
IN COMMUNITIES OF KHARKIV,
KIROVOHRAD, AND MYKOLAIV
OBLASTS

In seven communities across Kharkiv, Mykolaiv, and Kirovohrad oblasts, working groups became platforms for dialogue between local authorities, civil society organizations, educators, social workers, healthcare professionals, business representatives, and active residents. This diversity made it possible to identify real community needs and seek solutions based not on assumptions, but on the experiences and voices of people who live and work in these communities every day.

Here, everyone had the opportunity to voice their needs, ask questions, propose ideas, or become part of a shared solution. For many, this was their first experience of meaningful participation in community recovery processes.

Association experts supported communities throughout the entire process — from identifying challenges to shaping a shared vision and agreeing on concrete actions. We helped structure ideas, strengthened dialogue among stakeholders, and supported communities in developing practical and realistic solutions.

This is what enables the development of solutions that are grounded in real community needs and have broad support within the community.



In each of the seven communities, residents' needs were transformed into concrete actions and planning documents that have already become guiding frameworks for further development.

Together with the communities, we held 84 meetings with the participation of over 1,300 people. Real change begins where everyone has the opportunity to be heard. The working groups demonstrated that participation is not about formal procedures, but about shared responsibility, a willingness to listen, and finding common ground. That is why these processes have become the foundation for new planning documents, inclusive solutions, and projects that strengthen social cohesion in challenging times.

MEETINGS IN
NUMBERS

84
working group meetings were held across 3 oblasts (12 in each of the 7 communities)

1,300+
participants in working group meetings

7
social cohesion initiatives based on residents' needs were developed

7
planning documents were developed, serving as guiding frameworks for further community recovery and development

CONSULTATIONS WITH BROAD PUBLIC
ENGAGEMENT IN COMMUNITIES OF KHARKIV,
MYKOLAIV, AND KIROVOHRAD OBLASTS

In 2025, the Association for Communities Participatory Development placed a special emphasis on engaging residents in decision-making processes through public consultations with broad public participation. In seven communities across Mykolaiv, Kharkiv, and Kirovohrad oblasts, these consultations became a space where people's voices were transformed into real development priorities.

The consultations were conducted in an interactive format, facilitated by the Association's experts. Participants included representatives of local self-government, civil society organizations, the education, healthcare, and social sectors, businesses, veterans, internally displaced persons, youth, volunteers, and active residents. Such a cross-sectoral composition ensured a diversity of voices and made it possible to take into account the needs of different population groups.



The key value of these consultations was real participation rather than formal discussion. Residents jointly analyzed the challenges of their communities, worked in small groups, generated ideas, discussed their impact on quality of life, and, through voting, identified priority initiatives. In many communities, this was the first experience where people directly influenced the selection of directions that later formed the basis of social cohesion initiatives.



CONSULTATIONS
IN NUMBERS

3
oblasts covered (Mykolaiv, Kharkiv, Kirovohrad)

7
consultations conducted (1 in each community)

21
priority initiatives identified (3 in each community)

INITIATIVE GROUPS FOR DEVELOPING SUSTAINABLE SOLUTIONS PLANS IN KYIV, CHERNIHIV, KHARKIV, AND DNIPROPETROVSK OBLASTS

Recovery works only when residents and authorities agree on joint steps. To support this, we helped establish 24 initiative groups in communities across Kyiv, Chernihiv, Kharkiv, and Dnipropetrovsk oblasts.

These groups became a space for direct dialogue. We brought together active residents, local authorities, businesses, as well as those whose voices are often overlooked: internally displaced persons, veterans, and people with disabilities. This made it possible to see people's real challenges, rather than just numbers in reports.

The main focus of the initiative groups is the joint planning of sustainable solutions and recovery:

- To independently determine what should be repaired or built in the community.
- To turn residents' needs into concrete development plans, where safety and convenience are the priority.
- To act as a "bridge" for dialogue, ensuring that residents' ideas find support and are implemented by the authorities.

It is through these groups that communities independently developed their recovery plans. We observed an important pattern: when people see that they are heard and that their ideas become part of real change, they are more willing to engage and act together. This is the very essence of living trust on which we build the future — from jointly discussing challenges to sharing responsibility for the development of the entire community.

when people see that they are heard and that their ideas become part of real change, they are more willing to engage and act together.



INITIATIVE GROUPS IN NUMBERS

186

initiatives developed

332

members of initiative groups: 200 women and 132 men.

4

oblasts covered

24

communities (Pokrovska, Solonianska, Novopokrovska, Ternivska, Troitska, Verkhnodniprovska, Verkhivtsevska, Petrykivska, Chernechchynska, Bilohorodska, Tetiivska, Hrebinkivska, Solonytsivska, Valkivska, Rohanska, Savynska, Blyzniukivska, Krasnokutska, Natalynska, Chuhivska, Ivanivska, Kholminska, Kyselivska, Bereznianska)



Engaging residents in discussions and decision-making is a key condition for building a cohesive community. In our community, there had long been no convenient space for meetings where we could hold information sessions, trainings, as well as strategic and dialogue sessions. Therefore, we took the initiative to equip a dedicated room: we carried out minor renovations, installed a monitor for presentations, and purchased tables and chairs that allow for group work. During the strategic and dialogue sessions, we heard diverse perspectives, took into account the real needs of residents, and worked together to develop solutions. This approach strengthens trust in local authorities and makes decisions more effective. Both responsibility and results are shared when residents become partners in decision-making.

THIS APPROACH BUILDS TRUST IN LOCAL AUTHORITIES AND MAKES DECISIONS MORE EFFECTIVE.

MYKHAILO SVITLYK,

Head of Verkhnivtsivska Community



**STRATEGIC AND DIALOGUE
SESSIONS IN COMMUNITIES OF
DNIPROPETROVSK, KHARKIV, KYIV,
AND CHERNIHIV OBLASTS**

**When people
see that their
opinions are
taken into
account, they
begin to trust
the decisions
made in their
community.**



For several years, the Association has been supporting communities in making decisions together with residents. In 2025, we held 190 working meetings in two formats — strategic and dialogue sessions — across 24 communities in Ukraine.

During dialogue sessions, we brought together local authorities, activists, and residents. This made it possible



to openly discuss challenges, reduce tensions, and reach common ground. When people see that their opinions are taken into account, they begin to trust the decisions made in their community.

At the same time, during strategic sessions, we supported initiative groups in planning change: assessing risks, finding compromises, and developing roadmaps for development. Our experts helped transform general community needs into concrete actions that reflect the interests of all groups — from youth to vulnerable populations.

As a result of this work, communities developed ready-to-implement initiatives focused on safety and development, identified by residents as priorities. It is through this shared responsibility that we build true community resilience: when people create solutions themselves, they are more willing to support and implement them.

**SESSIONS IN
NUMBERS**
96
strategic
sessions with
initiative groups

94
dialogue
sessions with
community
residents

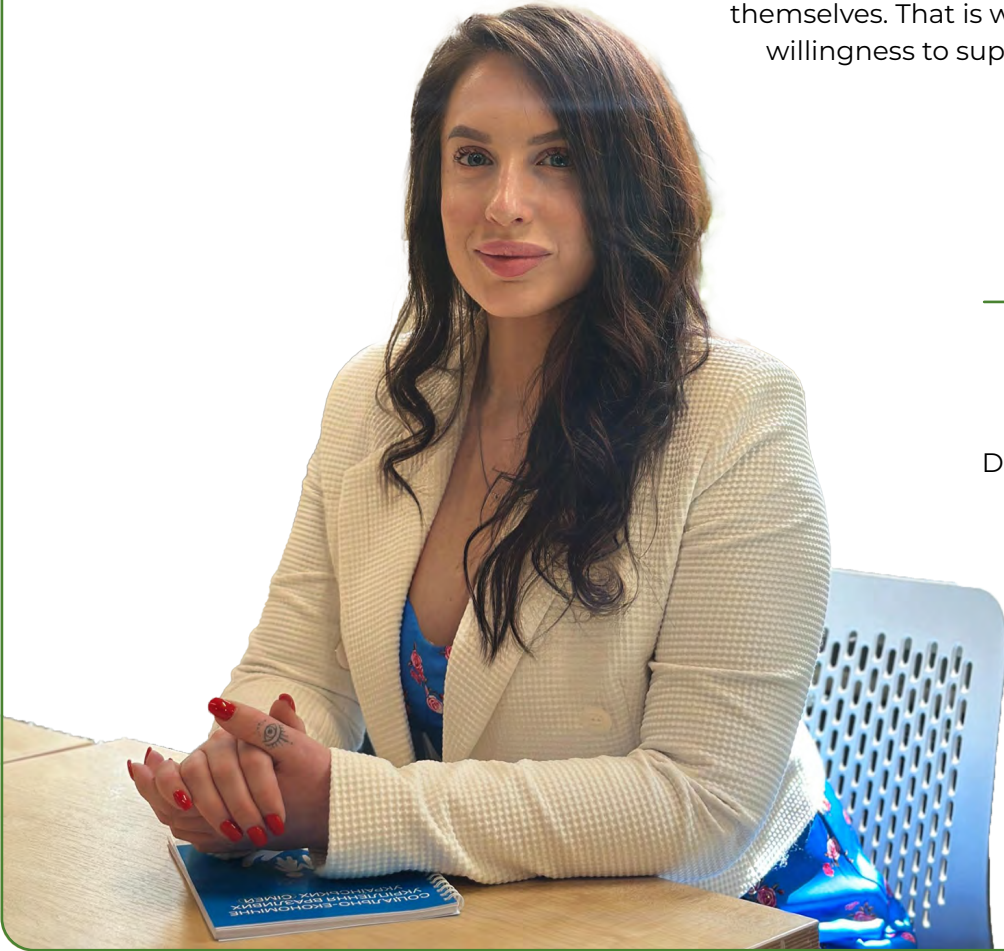
400+
participants
in strategic
sessions

1,200+
residents
participated
in dialogue
sessions



**THIS APPROACH
BUILDS TRUST
IN LOCAL AUTHORITIES
AND MAKES DECISIONS
MORE EFFECTIVE.**

When people begin to speak and truly listen to one another, shared solutions emerge — solutions that people trust. This is exactly what we observed during the strategic and dialogue sessions. These meetings became safe spaces where participants could openly discuss needs, challenges, and development priorities. Citizens' participation in jointly analyzing problems and developing solutions increased their understanding of local governance processes and strengthened their sense of ownership in decision-making. This gradually builds trust between residents and local authorities. People were not just speaking — they were working together to find solutions. And most importantly, these solutions did not come “from above.” They were created within the communities themselves. That is why there is a greater willingness to support and implement them.



LILIA SHEINA,
Association Expert,
Dnipropetrovsk oblast

WORKING GROUPS ON COMMUNITY SAFETY AND RECOVERY IN COMMUNITIES OF POLTAVA OBLAST



Working groups have gradually evolved from formal coordination mechanisms into active communities of action.



The Association's work with Community Safety and Recovery Working Groups has become one of the key approaches to increasing civic engagement among residents in communities of the Poltava oblast. Over time, these working groups have evolved from formal coordination mechanisms into active communities of practice, where residents, representatives of local self-government, security services, and civil society jointly develop solutions and take responsibility for their implementation.

Throughout the year, we focused on strengthening the capacity of the working groups themselves as spaces for participation. Through training, facilitation, and networking formats, participants deepened their understanding of social cohesion, safety, teamwork, and the role of citizens in recovery processes. An important outcome was that communities began to approach safety and recovery in a more integrated way — combining physical security, social support, and work with youth, veterans, and vulnerable groups.

A significant achievement was the engagement of representatives from the police, emergency services, and social services. This strengthened trust between sectors and made it possible to develop solutions that respond to the real needs of residents. For example, in Poltava, after updating the composition of the working group, an operational action plan was developed in the first half of the year and has already moved into the implementation phase.



Working groups have also become an important tool for engaging youth and vulnerable groups in decision-making within communities. The participation of youth councils, representatives of internally displaced persons, and the veteran community in meetings and activities has contributed to the emergence of new initiatives focused on social cohesion, support for veterans, and creating a safe environment for children and young people.

For example, in the Kremenchuk community, thanks to the efforts of the working group, the “Safe Kremenchuk” program was launched, while in Hradyzk, a Youth Council was established and a partnership was built with the Kremenchuk Youth Parliament for experience exchange. In other communities, representatives of youth councils became full members of working groups.



- KEY RESULTS:
- ✓ a sustainable and effective platform has been established to address community needs through the work of working groups
 - ✓ the capacity of CSOs and local self-government bodies has been strengthened through training to implement effective changes at the local level
 - ✓ the level of participation of representatives of vulnerable groups, youth, and CSOs in community life has increased
 - ✓ a network of cooperation has been established at the level of communities and working groups

Thus, in 2025, working groups became established as sustainable platforms for public participation, bringing together different groups of residents and enabling communities not only to respond to challenges but also to plan their own development. It is through these communities that participation ceases to be a declaration and becomes a daily practice — the foundation of trust, responsibility, and collective action within communities.

STRENGTHENING LOCAL SELF- GOVERNMENT

**DIFFERENT IN PROFESSIONS,
EXPERIENCE, AND ROLES,
BUT UNITED BY A COMMON
GOAL — TO MAKE THEIR
COMMUNITIES STRONGER.**

For the Association's team, it is important that the knowledge we share does not disappear after projects are completed, but remains and continues to be applied within communities. In 2025, we conducted 14 training sessions for working groups in seven communities across Kharkiv, Kirovohrad, and Mykolaiv oblasts.

A total of 219 representatives from different sectors took part in the training, including local authorities, civil society organizations, the education sector, the social sector, media, members of local councils, as well as internally displaced persons and active residents. Different in professions, experience, and roles, but united by a common goal — to make their communities stronger.



We do not provide universal solutions — instead, we create a space for joint analysis of challenges.

Each training focused on practical skills: from strategic planning to effective communication, from participatory analysis to project management. Within communities, a shared vision and understanding were formed that recovery is not about projects, but about people — their inclusion, their willingness to listen to one another, and their ability to work as a team.

The topics of the trainings were designed based on the needs of the communities: project management and resource mobilization in Kropyvnytskyi, strategic vision in Oleksandriia, branding and engagement with residents in Berestyn, and solutions in communication and conflict management in Voznesensk and Pervomaisk. Our training program helped communities see themselves as stronger, understand their own potential, and build plans for further work.

A distinctive feature of our trainings is an approach that combines expertise with work in the real context of communities. We do not provide universal solutions — instead, we create a space for joint analysis of challenges, where participants learn to look at problems comprehensively, taking into account different perspectives and interests.

Our trainings are designed as a dialogue and practical interaction rather than one-way delivery of information. This makes them an informal space for learning from diverse experiences, developing communication skills, and building trust between representatives of authorities, civil society, and residents. This format ensures that knowledge does not remain theoretical but is immediately integrated into the real processes of community work.



At first, I was a bit afraid to attend the training — the topic seemed very complicated, like something I wouldn't be able to handle. But the format and delivery were so clear and easy to follow that the fear quickly disappeared. I understood everything well, organized it step by step for myself — and now I genuinely feel motivated to try writing projects.

Feedback from a training participant “Project Approach: From Idea to Funding,” collected through a feedback form in the Kropyvnytskyi community, Kirovohrad region

TRAININGS IN NUMBERS

3 oblasts (Kharkiv, Kirovohrad, Mykolaiv)

7 communities (Valkivska, Berestynska, Oleksandriiska, Kropyvnytska, Voznesenska, Voskresenska, Pervomaiska)

14 trainings (2 in each community)

219 participants: 185 women, 34 men



Online training sessions were also conducted on interactive mapping of unsafe areas and effective communication, providing communities with practical tools for engaging residents and planning local initiatives. The final stage was an offline event in Poltava, where working groups presented the results of their work and identified next steps.

As a result, working groups returned to their communities with practical tools to engage residents, enhance safety, and build trust.

A separate area of work focused on training Community Safety and Recovery Working Groups from seven communities in the Poltava oblast. A series of targeted activities was delivered for these groups. In particular, in February, an offline workshop titled “Joint Actions for Ensuring Community Safety” was held, strengthening cohesion both within individual working groups and across communities in the oblast. Participants worked on improving teamwork, communication skills, conflict resolution, and activity planning.

QUANTITATIVE INDICATORS:

7 communities in Poltava oblast (Poltavska, Myrhorodska, Kremenchutska, Kozelshchynska, Hradyzka, Opishnianska, Lubenska)

138 participants: 45 men, 93 women

9 training activities (workshops, trainings, experience exchange)

176 participants took part in the training activities



STRENGTHENING LOCAL CIVIL ORGANIZATIONS

LOCAL DEVELOPMENT IS IMPOSSIBLE WITHOUT STRONG CIVIL SOCIETY ORGANIZATIONS THAT WORK DIRECTLY IN COMMUNITIES

For the Association, supporting local civil society organizations (CSOs) is a strategically important area of work. Local development is impossible without strong civil society organizations that operate directly in communities, understand their context, and have the capacity to respond independently to residents' needs. Moreover, in the context of Ukraine's European integration course, the development of a capable civil society is an essential component of democratic transformations at the local level.

The Association's approach to supporting CSOs is based on several principles: we rely on the real context in which organizations operate, openly share our practical experience, and focus on building the capacity of CSOs to act as independent institutions capable of planning, implementing, and scaling their activities.



**PARTNERSHIP WITH
THE ASSOCIATION
FOR COMMUNITIES
PARTICIPATORY
DEVELOPMENT HAS
BROUGHT A NUMBER OF
IMPORTANT RESULTS,
BOTH EXPECTED AND
UNEXPECTED.**

For our team, this became a new experience in implementing large-scale civil society initiatives, particularly the Forum "Public Participation: A New Reality." The cooperation contributed to strengthening managerial and organizational skills, developing the ability to work in partnership with other teams, and effectively coordinating joint efforts to achieve high-quality results. An important value of the partnership was also the adoption of the Association's best practices in internal and external communication, as well as in working with donors and partners.



PAVLO PUSHCHENKO,
Executive Director of the Union
"Civic Initiatives of Ukraine"

STRENGTHENING THE CAPACITY OF LOCAL ORGANIZATIONS

Twenty civil society organizations — five from each of the following oblasts: Kyiv, Chernihiv, Kharkiv, and Dnipropetrovsk — will receive support for organizational development. To ensure this support is relevant and effective for local CSOs, we also conducted a comprehensive assessment of training needs throughout 2025.

The most important focus areas include:

- Organizational development: how to structure internal team processes to avoid chaos.
- Strategic planning: how to move beyond “firefighting” and start planning ahead.
- Project management and fundraising: how to manage projects effectively and identify funding opportunities.
- Communications: how to clearly present your work so that people in the community are aware of the organization and more residents get involved in its activities.



The results of this assessment became our “roadmap” for designing a tailored and practice-oriented training program for the following year.

As part of organizational development support in 2025, the Association provided comprehensive assistance to the **Union “Public Initiatives of Ukraine.”** This support included both organizational and content-related guidance in preparing the Forum, which involved the implementation of participatory activities, including conducting a study on civic participation in communities across Ukraine, organizing and delivering thematic workshops, developing the Forum program, and hosting the Forum “Public Participation: A New Reality.” A separate area of support focused on the Union’s internal organizational development, including team building, role distribution within the team, and streamlining financial and reporting procedures.

OUR PLANS FOR 2026

The coming year, 2026, will be dedicated to the development and strengthening of local civil society organizations. Our goal is to help organizations become more sustainable and professional. We will share practical experience and tools that will help engage residents in joint decision-making within their communities.

COMPREHENSIVE TRAININGS:

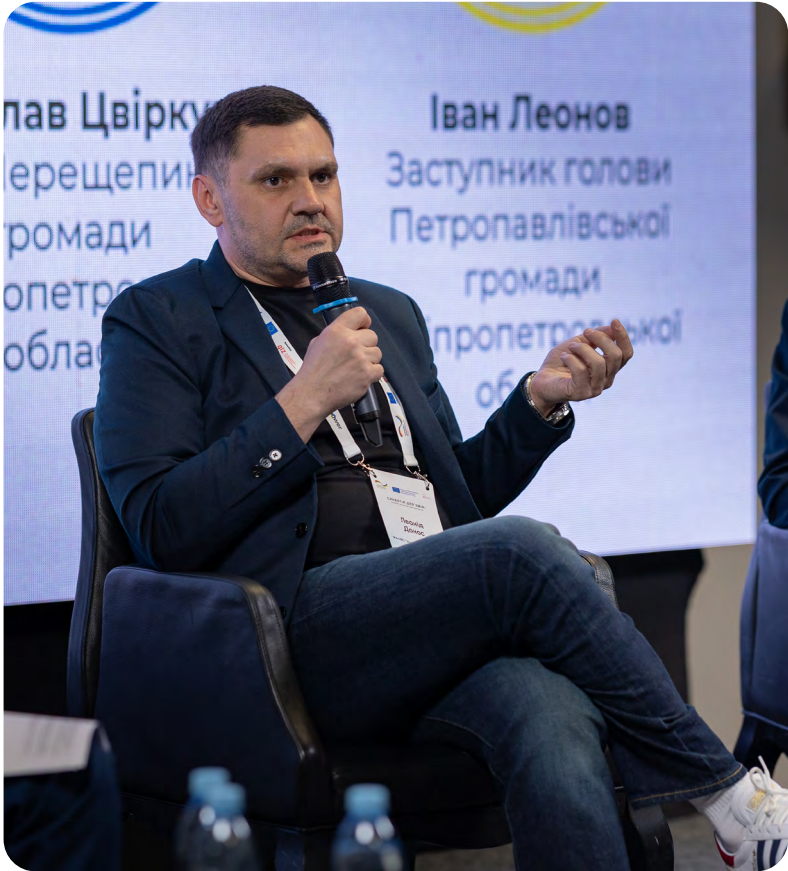
CSOs will take part in training modules that will help them become more sustainable and deepen their knowledge in participatory planning, project management, and fundraising.

MENTORSHIP SUPPORT:

Organizations will receive their own mentors who will help them organize local activities within their communities.

SHARING SUCCESS STORIES:

CSOs will organize events in their communities to share the knowledge and practical experience gained during training with representatives of the civil society sector. This will help pass on the accumulated experience to a larger number of people and expand useful practices within the community.



IMPROVED SERVICES FOR CITIZENS

RESIDENTS' QUALITY OF LIFE
SHOULD NOT DEPEND ON
HOW FAR THEY LIVE FROM
THE CENTER.

In 2025, we focused on a strategic approach: it is important to plan changes in advance so that they are sustainable, rather than just temporary solutions. At the same time, the Association's position remains unchanged: we do not take over the functions of communities. Our role is to provide technical support and professional training for local specialists so that communities have the opportunity to develop modern services for their residents.



Today, teachers work under constant instability and face numerous challenges, making their support a vital contribution to creating a safe educational environment for children. The training allowed teachers first and foremost to restore their own resources and inspiration, as well as gain practical tools for self-care, supporting others, and constructively resolving conflict situations.

During the feedback session, I was particularly pleased by comments such as: "I remembered myself and my needs," "I will do something for myself," and "I feel motivated to return to the children and do this exercise with them."

**THE TRAINING PROVIDED
TEACHERS WITH THE
OPPORTUNITY TO
RESTORE THEIR OWN
RESOURCES AND
INSPIRATION FIRST AND
FOREMOST**

YULIIA KOLESNYK,
Trainer of the educational
program for teachers



INCREASING ACCESS TO EDUCATION
FOR CHILDREN FROM VULNERABLE
GROUPS



Video: “Teacher Training”

youtu.be/68kwpBus2Yg



The program covers 13 communities in Dnipropetrovsk, Kharkiv, and Poltava oblasts and aims to improve access to education for children from vulnerable groups. This activity is carried out in close collaboration with the communities and includes several components: setting up educational spaces, training for educational managers and teachers, as well as providing tablets for learning to children from large families and displaced persons.

Within the framework of the educational program, training was provided for 131 teachers to implement a trauma-sensitive, inclusive, and child-rights-based approach.

TEACHER TRAINING

School directors and teachers gained new knowledge and skills for working with children in crisis situations. They learned tools for non-violent communication and conflict resolution through dialogue, and explored practical methods that help stabilize emotional states, provide support and self-care, and foster emotional resilience and mindfulness. These skills will not only improve academic outcomes but also ensure the psychological comfort and support of students.

EQUIPPING EDUCATIONAL SPACES

The educational spaces were equipped as multifunctional environments for learning, psychological support, and extracurricular activities. They have become points of stability and support, where children can not only make up for educational gaps but also restore a sense of safety and social interaction. Each space is furnished with comfortable furniture and technology, including laptops, a multifunction printer, a monitor, a stereo speaker, and more. This setup enables the organization of activities, support groups, and workshops not only for students but also to support teachers' professional development. As part of the community development initiative, a comprehensive model was implemented that combined the creation of 13 educational spaces with the delivery of training sessions.



For us, an educational space is an opportunity to conduct lessons using modern computer equipment,

A SPACE FOR PROFESSIONAL COMMUNICATION AND A LIVING ENVIRONMENT FOR SHARING EXPERIENCE, COLLABORATION, AND INSPIRATION.

KATERYNA FILATOVA,
Director of Yavornytskyi Lyceum





For the effective implementation of the program, we work closely with local self-government bodies, school administrations, and teaching teams. Gradually, the spaces are being supplemented with new equipment and resources: in the Solonianska community, a 3D printer and therapeutic games were introduced, supporting children's development and expanding learning opportunities.

The program helps communities and teachers recognize their own potential, strengthen collaboration, and create a safe environment where children's learning and development take place in a supportive and inspiring atmosphere.

PROGRAM RESULTS:

3
oblasts (Dnipropetrovsk, Poltava, and Kharkiv)

13
educational spaces

151
teachers and education representatives trained

5,735
beneficiaries



At the lyceum, material and technical resources have noticeably improved, teamwork has strengthened, and there is more trust, openness, and communication. Work with students is gradually changing — they have become more engaged, active, and open to interaction. The project united us around a common goal and gave a sense that we are moving in the right direction. Participation in the project has a positive impact on the educational process, fosters team cohesion, and helps create an atmosphere of partnership and mutual support. Communication among teachers has improved, new approaches to working with students have been introduced, and students' interest and activity in learning have increased. The project has provided a boost for teachers' professional development and positive changes in the school environment.

WORK WITH STUDENTS IS GRADUALLY CHANGING — THEY HAVE BECOME MORE ENGAGED, ACTIVE, AND OPEN TO COMMUNICATION.

MARINA KUTSURUK,
Director of Mozolevskiy Lyceum



SOCIAL COHESION

TRUE COMMUNITY RESILIENCE IS BUILT ON TRUST, AND THE BEST WAY TO RESTORE IT IS TO INVOLVE PEOPLE IN JOINT ACTIONS.

Any joint activity brings residents closer together, but this connection is felt most strongly when the community sees a tangible result from its efforts. In our work, we use a result-based approach. This allows us not just to discuss problems, but to develop initiatives that bring real benefits to residents. When people create something together that improves their daily lives, trust and cohesion naturally emerge as a result of such collaboration.



Our institution has received substantial material and technical support, which has significantly improved the conditions for conducting cultural, educational, social, and outreach activities for local residents. Today, we are able to maintain a comfortable temperature in the premises. The library space has become better suited for extended meetings, classes, presentations, and interactive sessions. It is particularly important to note that the upgraded technical equipment allows us to hold events even in the absence of electricity, which is extremely relevant in our context. Although we have been implementing this initiative for only two months, we can already see increased engagement from the residents and a growing audience for our activities. The space is actively used by community members, including older adults, internally displaced persons, people with disabilities, and children with special needs.

WE HAVE BEEN IMPLEMENTING THE INITIATIVE FOR ONLY TWO MONTHS, AND WE ALREADY SEE INCREASED ENGAGEMENT FROM RESIDENTS AND A GROWING AUDIENCE FOR OUR ACTIVITIES.



OLENA SHEVCHENKO,
Director of Voskresensk Library



SOCIAL COHESION INITIATIVES

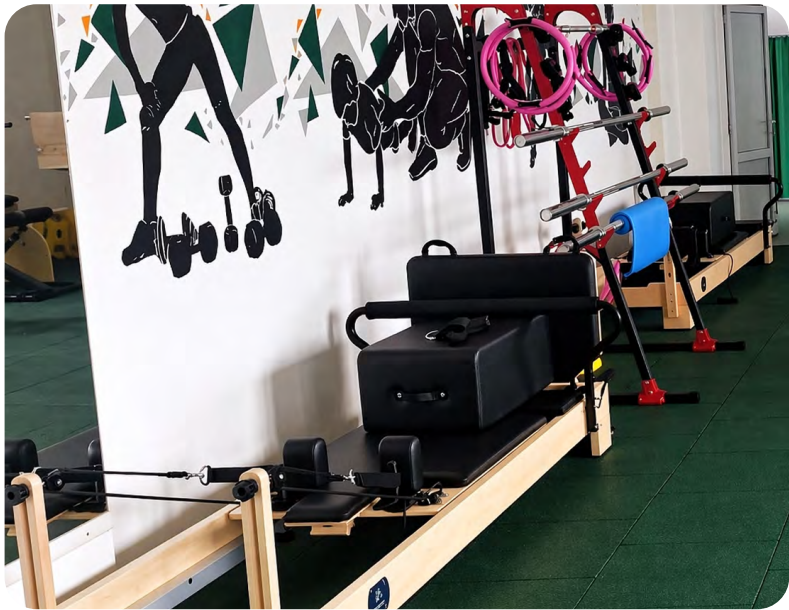
In 2025, we implemented social cohesion initiatives in seven communities across Kharkiv, Kirovohrad, and Mykolaiv oblasts. These initiatives were developed by the communities together with the Association during public consultations and working group sessions. Each initiative responded to the real needs of residents while also serving as a tool to bring people together around shared spaces, values, and actions.

In the Voskresenska community, six community activity centers were established within cultural institutions, becoming new focal points for residents. These spaces provide opportunities for meetings, joint events, learning, and interaction among different groups of the population — from youth to older adults. The community activity centers have strengthened internal connections within the community and created conditions for regular dialogue between residents and local authorities.



INITIATIVES IN NUMBERS:

4 communities received technical assistance	256 units of equipment and devices were provided to the communities	1 environmental initiative has been implemented
6 community activity centers	1 sports space	1 health and cohesion space



In the Voznesensk community, an initiative was implemented to equip a sports hall focused on physical activity, with a special emphasis on veterans. The space has become a place not only for restoring physical fitness but also for psychological support and social interaction. Through sports, the community gained an additional tool for cohesion and support for people who have experienced the impacts of war.

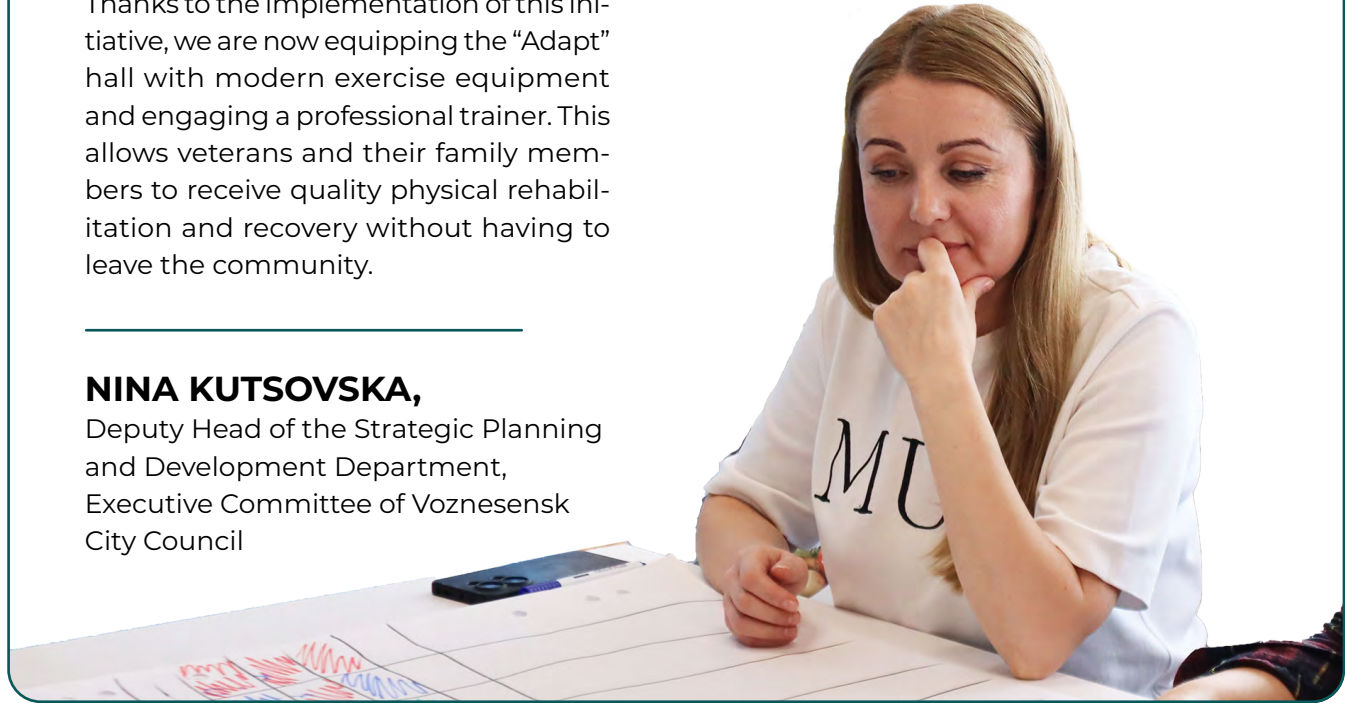


During meetings with residents, we identified the need to create a space that would help veterans return to active life not only physically but also socially. This led to the initiative “Sport Without Limits,” aimed at reintegrating defenders through the development of adaptive sports.

For us, creating such an inclusive space is more than just about sports. It is about overcoming social isolation, restoring a sense of community and support, and strengthening the resilience of the Voznesensk community by caring for those who have defended the country.

Thanks to the implementation of this initiative, we are now equipping the “Adapt” hall with modern exercise equipment and engaging a professional trainer. This allows veterans and their family members to receive quality physical rehabilitation and recovery without having to leave the community.

NINA KUTSOVSKA,
Deputy Head of the Strategic Planning and Development Department,
Executive Committee of Voznesensk City Council





In the Oleksandriiska community, a health and cohesion space was created within a medical facility. The initiative aims to improve the quality of medical services and strengthen trust and communication between the hospital and community residents. The medical facility serves as a key hub, supporting not only the Oleksandriiska territorial community but also settlements in the Oleksandriia and Kirovohrad districts, enhancing its role as an important element of the local safety and support system. Access to quality healthcare close to home increases residents' sense of security, builds trust in local services, and fosters community cohesion around the shared care for health and well-being.



TOGETHER WITH THE RESIDENTS, WE CHOSEN THIS INITIATIVE FOR A REASON.

The lack of equipment for compressing plastic had long hindered the development of separate waste collection: due to the large volume and low density, plastic waste took up significant space, leading to higher transportation costs and accelerated wear of equipment. The newly acquired equipment allows us to optimize the enterprise's operations, reduce costs, make recycling economically viable, and at the same time increase residents' trust and social cohesion, motivating them to participate more actively in waste sorting.



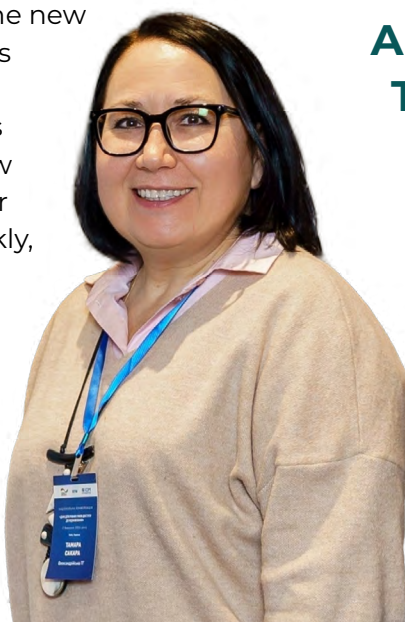
SERHII DYACHENKO,
Director of the
ME "Blagoustriy"
Valky City Council

In the Valkivska community, the social cohesion initiative was implemented with an environmental component. The community received a waste press, which became an important step toward improving the waste management system. These measures not only increased the efficiency of resource management but also served as a tool for fostering an environmental culture among residents, engaging them in responsible care for the environment and shared spaces.

All implemented social cohesion initiatives share a common feature — they were created together with communities and residents and reflect their priorities. By developing medical, sports, community, recreational, and environmental spaces, communities have not only improved infrastructure but also laid the foundation for long-term engagement, residents' trust, and shared responsibility.



Previously, doctors had limited access to modern equipment. Patients often had to be referred to other medical facilities, which consumed time, resources, and created additional risks during transportation. The treatment and recovery process was longer and more complicated. Thanks to the new equipment, medical procedures have become more precise and safer, and the work of doctors is more comfortable. Patients now receive care directly within their community, recover more quickly, and return to active life sooner.



THE INITIATIVE IS ALREADY SAVING RESIDENTS' TIME AND RESOURCES AND STRENGTHENING TRUST AND COHESION IN THE COMMUNITY.

TAMARA SAKARA,
Head of the Health
Department of the
Oleksandriia City Council

PUBLIC PARTICIPATION: A NEW REALITY

The forum brought together communities, the civil sector, and international partners around a shared vision of participation as a practical tool for joint decision-making and recovery.



The forum “Public Participation: A New Reality” became one of the key events of 2025 for the Association for Communities Participatory Development and an important milestone in fulfilling its mission — strengthening trust and social cohesion in Ukrainian communities. The event marked a shift from discussing theoretical models of democracy to the “live” experience of implementing participation in wartime conditions, where interaction between people, authorities, and civil society becomes a necessary condition for community resilience and development.

The forum program focused on how public participation functions during war as a tool for supporting social connections, cooperation, and shared responsibility. Participants discussed:

- The transformation of participation during wartime — from formal procedures to active interaction and partnership;
- The restoration of direct democracy tools under conditions of limited resources and security risks;
- Digitalization and e-democracy as a means of maintaining participation and continuous connection with the public;
- The role of public participation in recovery processes as a foundation for transparency, accountability, and effective governance decisions.

MORE THAN EXPERTISE: A SPACE FOR PEOPLE

A distinctive value of the forum was its focus on the human dimension of public participation. In dedicated community groups, participants had the opportunity to openly discuss complex decisions, search for meaning, share fatigue, address crisis situations, and support their teams. These conversations went beyond professional roles and created a space for mutual understanding and solidarity.

For many participants, these sessions became a place of mutual support, which is critically important for maintaining the strength of civil society during prolonged war.



The forum received high praise as an event that promotes inclusive recovery and fosters interaction and trust among various stakeholders.



Participation is impossible without systemic solutions, transparent budgeting approaches, and trust between local authorities and the civil society sector. The forum confirmed that today, participation is a fundamental condition for community resilience.

INVESTING IN PUBLIC
PARTICIPATION IS INVESTING
IN TRUST, COHESION, AND THE
FUTURE

IRYNA HREKOVA
First Deputy Head of Solonianska
Settlement Community



The forum “Public Participation: A New Reality” became a platform for implementing European governance tools in community recovery. A key outcome for our team was the peer-to-peer format, which facilitated direct dialogue between stakeholders and the synchronization of partners’ actions.

IRYNA TKACHENKO
NGO “Agency for Sustainable
Development ‘Khmarochos’”



For me, as a representative of local self-government, the forum was an important platform for professional dialogue with the public under martial law conditions. Practical community cases demonstrated that participatory tools and partnership cooperation remain effective even in crisis situations.

THE EXPERIENCE
GAINED AND
CONTACTS
ESTABLISHED ARE
USEFUL FOR FUTURE
WORK AT THE LOCAL
LEVEL

TETYANA
KHARENKO,
Director of the
Financial Policy
Department of the
Cherkasy City Council



FORUM IN NUMBERS:

420+ pre-registrations	15 discussions and workshops
160+ participants	40+ experts and facilitators
50+ communities of Ukraine (local authorities, CSOs)	

PARTNERSHIP SUPPORT:

Consolidation of efforts by the Mott Foundation, GIZ (EMPOWER), UNDP Ukraine, the EGAP program, the governments of Denmark and Switzerland, and ALDA.

LOOKING TO THE
FUTURE

High interest in the forum (420+ applications) and quality feedback laid the foundation for establishing a sustainable annual platform. In 2026, the Association plans to scale up the forum, strengthening its role as a space for interaction and joint decision-making for communities, civil society, and partners in Ukraine and beyond.

ORGANIZA- TIONAL DEVELOPMENT

WE FOLLOW THE PRINCIPLE: IF YOU WANT SYSTEMIC CHANGE — START WITH YOURSELF AND YOUR ORGANIZATION.

Each year, support for the Ukrainian civil sector from the international community is growing. However, alongside increased resources, the demands for professionalism, transparency, and accountability of CSOs are also rising. We understand that to provide communities with truly high-quality assistance, our internal processes must be well-organized and efficient.

For us, the Association is first and foremost a platform for professional growth—for our team, experts, communities, and local organizations. We follow the principle: if you want systemic change, start with yourself and your organization. It is through strengthening our own capacity that we build a solid foundation for the development of the communities we work with.

GENERAL ASSEMBLY

In March 2025, the annual event — the General Assembly — took place, bringing together the team, heads of 14 member communities, and our partners. The main goal of the meeting was a detailed analysis of 2024 results and collaborative planning for the Association's future. We focused on presenting successful cases and discussing how existing experience can serve as a tool to strengthen each individual community.

Special attention during the assembly was given to enhancing cooperation, including the exchange of practical experience between communities and coordination with international organizations. This allowed us not only to summarize achievements but also to move toward strategic planning for 2025. The Association's new initiatives are now clearly focused on expanding our community, conducting professional training, and providing mentoring support to member communities.



The Association's new initiatives are now clearly focused on expanding our community, conducting professional trainings, and providing mentoring support to the Association's member communities.

TRAINING OF THE ASSOCIATION’S TEAM AND POLICY-MAKERS

The Association has undergone a phase of internal transformation. Understanding that the quality of support for communities depends on the professionalism of the team, we implemented a comprehensive staff development program covering more than 30 employees and experts. In total, over 20 structured activities were conducted, ranging from intensive multi-day trainings to individual mentorship consultations.

PROJECT MANAGEMENT AND STRATEGIC PLANNING

Thanks to training at the “School of Management” and project management workshops, program managers mastered tools such as the Theory of Change, risk management, and delegation. This enabled the implementation of a new role matrix within the organization and a clear distribution of responsibilities.

PSEAH PROTECTION STANDARDS

We have significantly strengthened our internal PSEAH policy. The entire team and experts attended training on preventing sexual exploitation and abuse (PSEAH). As a result, staff procedures were completely updated, and gender-sensitive approaches were integrated across all Association projects. The PSEAH focal point in the Association received trainer certification on this topic, enabling us to further reinforce PSEAH policies within our organization and in the communities we support.

HUMANITARIAN APPROACHES AND COMMUNITY WORK

Training in community-oriented planning methodology strengthened work in 24 target communities. The team mastered tools for community mapping and needs prioritization, which proved critically important for implementing the Association’s programs.

STRATEGIC UPDATING (FUNDRAISING. COMMUNICATIONS)

- Through a series of targeted consultations, the Association updated its key documents:
- Approved the 2025–2026 Communication Strategy.
 - Reviewed the Fundraising Strategy.

SECURITY FOUNDATION OF THE ASSOCIATION’S ACTIVITIES

In 2025, the Association introduced the position of Security Officer. The Association’s development and expansion of activities amid military aggression, along with the increasing variety of security risks, created the need for a systematic approach to safety. During the year, internal security procedures were initiated, including travel plans and action guidelines for various security situations, aimed at ensuring an adequate level of protection for staff, partners, and the Association’s overall activities.

ASSESSING RESULTS: HOW WE MEASURE SUCCESS

To ensure high-quality work amid the rapid expansion of our network, we integrated a MEAL system (Monitoring, Evaluation, Accountability, and Learning) into the Association’s activities. This system has allowed us to move from merely recording events to conducting an in-depth analysis of the impact of our projects.

OUR PRINCIPLE
REMAINS UNCHANGED:
IF YOU WANT
QUALITY CHANGES IN
COMMUNITIES — START
WITH DEVELOPING
YOUR TEAM.

TODAY, THE ASSOCIATION IS A
PROFESSIONAL COMMUNITY
THAT CONTINUOUSLY
IMPROVES TO BE A RELIABLE
PARTNER FOR COMMUNITIES
AND INTERNATIONAL
PARTNERS.



NETWORK DEVELOPMENT AND REGIONAL PRESENCE

Our network has more than doubled — from 18 to 50+ territorial communities. The number of partner organizations and institutions has increased from 29 to 60+ CSOs. Four additional oblasts have been added to the five core oblasts, expanding the Association’s presence to 10 oblasts across Ukraine.

The rapid expansion of the network confirms the Association’s role as a systemic platform that ensures connection between communities nationwide. We diversify our support areas, from humanitarian response and integration of IDPs to advocacy and the implementation of participatory democracy tools. Today, the Association’s network is a living mechanism for experience exchange, where successful practices in one community become a tool for development in others.



THANKS TO THIS
COOPERATION,
OUR COMMUNITY
HAS BECOME MORE
INCLUSIVE, COHESIVE,
AND OPEN TO
INNOVATION.

Pereshchepynska City Territorial Community joined the Association for Communities Participatory Development in 2023. For our community, being part of the Association’s network primarily means reliable partnership and stable support on the path to sustainable development. It provides an opportunity to strengthen social integration, develop the potential of local civic organizations, and increase residents’ engagement in addressing local issues. Throughout 2025, several diverse development projects were implemented in the community in partnership with the Association. Thanks to this cooperation, our community has become more inclusive, cohesive, and open to innovation.



YAROSLAV TSVIRKUN,
 Head of Pereshchepynska
 Community

COMMUNICATION INDICATORS

An important step was the approval of the Communication Strategy for 2025–2026, which laid the foundation for consistent and transparent communications with communities, partners, donors, and the media.

In 2025, the Association launched its official website, creating an open information space and an important accountability tool. In the first months of operation, the site was visited by over 3,000 users, confirming the demand for accessible, structured, and reliable information about the organization's activities.

Website: acpd.com.ua



At the same time, the Association developed a unified visual identity, ensuring professional and recognizable communication at all levels. This strengthened trust among communities and partners and enhanced the organization's public image.

The participation of the Association's team in national and international events allowed them to share expertise, establish new partnerships, and reinforce the organization's role as an expert actor in public participation, social cohesion, and community recovery. Special attention was given to developing media collaboration, which contributed to wider coverage of the Association's activities and community achievements.

PARTICIPATION OF THE ASSOCIATION IN THE INTERNATIONAL FORUM OF DEMOCRACY IN CAUX (SWITZERLAND)

In 2025, the Association's team participated in the International Forum of Democracy in Caux — one of the key global platforms that brings together activists, community leaders, and experts from around the world to discuss issues of democracy, public participation, and social cohesion. The forum focused on restoring democracy, building trust, and exploring ways for citizens to actively engage in their communities under contemporary conditions.

The Association's participation strengthened its international presence, provided an opportunity to showcase Ukrainian experience in community activation, establish new partnerships, and engage in the global dialogue on participation and democratic practices.

At the same time, this experience became an important source of inspiration and practical solutions for the Association. Specific formats, approaches to facilitating dialogue, and creating safe spaces for experience sharing observed and explored at the Caux Forum were adapted and applied in preparing and conducting our national forum in Ukraine. This helped enhance the content of the event, make it more interactive, and align it with international democratic practices.



PARTICIPATION OF THE ASSOCIATION IN THE EMPOWER CONFERENCE

In April 2025, the Association's team participated in a conference organized by GIZ, which brought together experts, practitioners, and representatives of local self-government to discuss sustainable development, local partnerships, and the role of civil society. During the event, we presented the Association's experience in implementing mechanisms for public participation, strengthening social cohesion, and applying tools to support communities in recovery, as well as engaging in active dialogue with international and local partners. The exchange of experience on this platform helped strengthen collaboration with GIZ, increase the visibility of Ukrainian practices in community participation and development, and opened new opportunities for partnership initiatives in 2025–2026.

COMMUNICATIONS IN NUMBERS:

7,000+ website visitors

2,000+ Facebook readers

80,000+ Facebook reach

2,000 + branded materials produced

Participation in **3** national and international forums



2025 WAS A YEAR OF PROFESSIONAL GROWTH AND REDEFINING THE ROLE OF COMMUNICATIONS IN THE WORK OF THE ASSOCIATION FOR ME.

Together with the team, we gradually built communications not as a set of separate messages, but as an integrated system that reflects our values and approaches. For the Association, 2025 marked a transition to a more mature communication model: launching the website, developing the communication strategy, participating in national and international events, and collaborating with media gradually established a recognizable and trustworthy image of the organization. What was particularly valuable for me was seeing how our experience and approaches resonated both within Ukraine and internationally.

MARIAM POLOYAN,
Communications Manager
Association for Communities Participatory Development



PARTNERSHIP NETWORK AND ACKNOWLEDGEMENTS

The Association's results in 2025 are primarily the outcome of our joint work with partners. We value the professional support and trust of each partner, as it is through collaboration and coordinated efforts that we have been able to implement meaningful changes in communities. We thank the teams for their reliable partnership and shared contribution to community development:

- The EMPOWER project, which is funded by the German Federal Ministry for Economic Cooperation and Development (BMZ), co-financed by the European Union, and implemented by GIZ Ukraine.;
- The United Nations Development Programme (UNDP) in Ukraine, with financial support from the European Union under the "EU4 Recovery – Expanding Community Capacities in Ukraine" project
- Charles Stewart Mott Foundation
- International Organization for Migration (IOM), with financial support from the Reconstruction Credit Institute (KfW)
- International Organization for Migration (IOM), funded by the Korea International Cooperation Agency (KOICA)
- United Nations Development Programme (UNDP) in Ukraine and the Government of Denmark
- Swiss-Ukrainian EGAP Program
- European Association for Local Democracy (ALDA)
- IAC "Hromadskyi Prostir"
- Union "Civic Initiatives of Ukraine"
- NGO "Center for Community Development and Cooperation"



For me, 2025 was a year of growth for our organization. Along with the increase in our workload, we deliberately focused on what often remains "behind the scenes" but is critically important for the quality and sustainability of our work — organizational development.

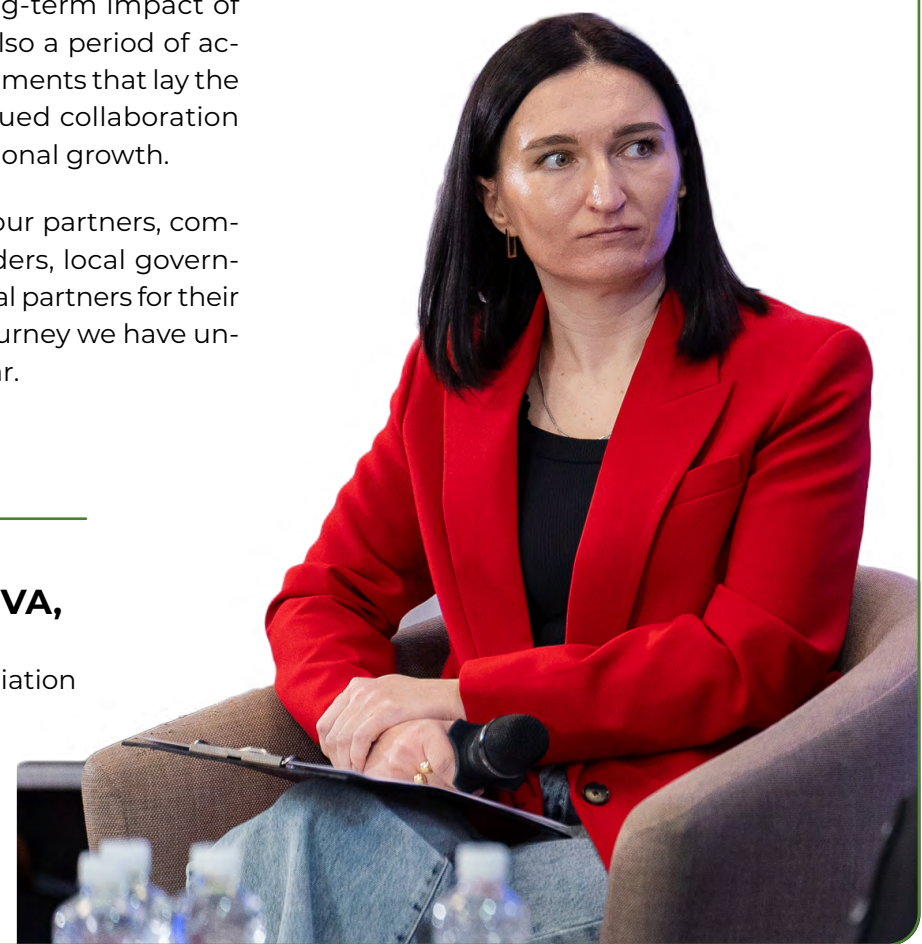
Throughout the year, we systematically worked on building internal team processes, developing and refining policies, creating clear procedures, and conducting onboarding. This has allowed us to operate more coherently, responsibly, and transparently — which, in my view, is especially important when partnering with communities and international partners.

A particular priority for me was team training and development. By investing in people's capacity, we invest in the quality of work in communities and the long-term impact of our programs. 2025 was also a period of active work on strategic documents that lay the foundation for our continued collaboration and sustainable organizational growth.

I am sincerely grateful to our partners, communities, community leaders, local government staff, and international partners for their trust and for the shared journey we have undertaken together this year.

KATERYNA MALTSEVA,
Director of Organizational
Development of the Association

**BY INVESTING IN
PEOPLE'S CAPACITY,
WE INVEST IN THE
QUALITY OF WORK
IN COMMUNITIES
AND THE LONG-TERM
IMPACT OF OUR
PROGRAMS.**



ASSOCIATION BUDGET

2025

REVENUE — UAH 30,390,025.18

International technical assistance projects	86,37%
Charitable organizations	12,9%
European associations	0,43 %
Membership fees from communities	0,03%

EXPENSES — UAH 30,390,025.18

Increasing community engagement of residents in communities	32,38 %
Strengthening local self-government	6,42 %
Strengthening local civil society organizations	5,62 %
Enhanced services for residents	38,16 %
Social cohesion	9,75 %
Organizational development	7,67 %

CONCLUSIONS

The past year was a period of scaling up for the Association: we expanded the geography of our work, increased the number of member communities, and grew the Association’s team. This allowed us not only to increase the volume of support but also to strengthen our role in the civil sector. Thanks to new partnerships and the enhancement of the Association’s organizational capacity, we have become an organization capable of taking on complex challenges while maintaining a systematic approach.

Despite the expansion of our geographical reach, we have managed to maintain direct contact with people on the ground. We work systematically with communities and stay in constant contact with community leaders and activists. In addition to conducting training for local government representatives, we also invest resources in developing human potential and leadership skills among community residents. This is the foundation of resilience, as community recovery begins not with rebuilding walls but with people ready to take responsibility.

We consider the needs of each community to develop not standard, but tailored solutions that truly work for people. This approach ensures that our support remains stable, systematic, and essential for communities.

ASSOCIATION ACTIVITY PLANS FOR 2026

STRENGTHENING DEMOCRATIC LOCAL GOVERNANCE AND COMMUNITY CAPACITIES

In 2026, the Association will focus a significant part of its activities on enhancing the effectiveness and resilience of local governance in partnership with civil society. A training program is planned for local government representatives in 24 communities. The training sessions will be based on an assessment of the actual needs of communities and will cover key topics such as democratic governance, strategic planning, and accountability. At the same time, the Association will work on developing local civil society organizations through comprehensive organizational development training, strengthening their role as partners of local authorities and agents of change within communities.

DEVELOPMENT OF ACTIVE PUBLIC PARTICIPATION AND LOCAL LEADERSHIP

Next year will mark a stage of active investment in civic participation and the development of local leadership. The Association plans to conduct training for CSOs, ensuring a practical focus and the subsequent application of acquired knowledge. An important component will be mentoring support for participatory practices within communities. Through regular dialogue sessions between local authorities and residents, the Association will contribute to strengthening trust, improving communication, and ensuring that community voices are genuinely considered in decision-making processes.

IMPROVEMENT AND EXPANSION OF PUBLIC SERVICES IN COMMUNITIES

A separate focus of the 2026 plans is the further development and improvement of public services for community residents, with a particular emphasis on educational and social services. The Association plans to open and launch educational spaces in communities, ensuring that children and adolescents, including those from vulnerable groups, have access to high-quality educational and developmental services. An assessment of educational losses and gaps in medical services is also planned, providing communities with evidence-based data for further planning and service improvement. At the same time, the Association will work to increase the accessibility of educational services through technical support and the provision of necessary resources.

SOCIAL COHESION AND INTERNATIONAL PARTNERSHIPS

In 2026, the Association will continue its systematic work to strengthen social cohesion in communities. Funding and implementation of local initiatives aimed at fostering mutual support and unity are planned. An important component will be leadership courses for activists, followed by mentoring support for their activities within communities. Special attention will be given to the development of international partnerships, including establishing cooperation with organizations of Ukrainians abroad and launching the Community Participation Consortium as a platform for coordinating efforts and sharing social cohesion practices.

INSTITUTIONAL DEVELOPMENT, TRANSPARENCY, AND RESILIENCE OF THE ASSOCIATION

A significant part of the operational plan for 2026 is dedicated to the Association's organizational development. Planned activities include strengthening management systems, updating internal policies, implementing an internal document management system, and conducting a comprehensive external financial audit. The Association will also focus on team development through individual professional development plans and participation in training activities. Key priorities remain fundraising, expanding the Association's membership network, updating the communication strategy, and systematic monitoring of the Strategy's implementation.



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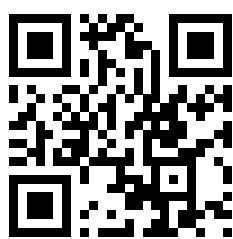
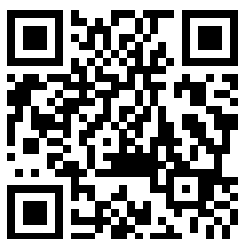
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Association of Local Self-Government Bodies
“Association for Communities Participatory Development”

2025 REPORT