



PUBLIC ORGANIZATION
«AGENCY
FOR PRIVATE
INITIATIVE DEVELOPMENT»

ACTIVITY REPORT FOR THE 2023-2024

2025

Public organization «Agency for Private Initiative Development» (hereinafter – APID) is a voluntary public association, a non-profit organization, and a non-entrepreneurial entity established and operating as a civil society organization to uphold and protect rights and freedoms, as well as to meet public interests, including economic, social, cultural, environmental, and other societal needs. ADID operates on the principles of voluntariness, self-government, free choice of the territory of activity, equality before the law, absence of property interests of the participants, transparency, openness and publicity.

APID was founded on August 30, 2000 and conducts its activities in accordance with the Constitution of Ukraine, the Law of Ukraine «On Public Associations,» other legislative acts of Ukraine, and the organization’s Charter, the current version of which was approved on July 21, 2016.

APID mission:

To generate and implement initiatives aimed at smart and effective governance, addressing key social issues, fostering community and national development, and promoting innovations across various spheres of public life that respond to contemporary challenges, facilitate social dialogue, and build consensus among civil society, the private sector, and the government.

The organization’s objectives include:

- implementing smart governance;
- enhancing the capacity of public authorities to effectively provide services to citizens and legal entities;
- establishing constructive dialogue among businesses, government institutions, and the public;
- promoting the self-realization of youth and women;
- contributing to the building an effective civil society.

OVERVIEW OF ACTIVITIES

For the period 2023-2024, we prioritized the local development of small communities, particularly leveraging local heritage potential, as well as building partnerships and networks among civil society organizations, and supporting public initiatives, including those for youth.

During the reporting period, within the framework of the project «Revealing the potential of heritage for the economic development of small communities», supported by the USAID HOVERLA Project, APID organized two training workshops on the implementation of anchor projects for the development of heritage-related tourism products and one training workshop on “Women’s Participation in Local Heritage-Drive Economic Development». Also APID experts conducted a Rapid assessment of the economic potential of heritage in 12 territorial communities across Ukraine. The project also included a nationwide online conference summarizing the rapid assessment results of the 12 target communities, focusing on their cultural and natural heritage potential.

As part of efforts to develop Interpretation Plans for communities, APID facilitated eight working groups across Hoshcha, Zymne, and Horinchiv territorial communities. This initiative aimed to engage local stakeholders in forming strategies for presenting cultural and natural heritage. As a result, APID experts developed three Heritage Interpretation Plans, which were officially adopted by local councils as Target Programs. These plans serve as local strategic frameworks for systematically understanding, preserving, and promoting heritage while considering the needs of potential visitors and local residents. Their implementation will help communities effectively utilize cultural and natural resources for sustainable development, increase tourism appeal, strengthen local identity, and foster civic engagement.

APID’s youth-focused activities during the reporting period included hosting two training camps for youth civil society organizations (CSOs), activists, informal youth groups, and initiative teams as part of the project «Promoting Youth Civic Participation in Decentralized Communities», co-financed by the National Endowment for Democracy (NED). The camps focused on refining participants’ initiative concepts, enhancing communication skills, advocacy, and lobbying, and working through individual heritage-related cases. In the next project phase, camp participants competed for subgrants to implement their initiatives.

During this period, APID supported the implementation of 11 subgrant initiatives, engaging over 700 active community members as volunteers and direct participants. Through social media, print publications, and public events, the projects reached an audience of approximately 1.1 million people. Furthermore, APID organized two National Forums of Cultural Heritage Ambassadors of Ukraine (September 28-29, 2023, and October 3-4, 2024), which gathered more than 100 participants from 16 Ukrainian regions and achieved significant online engagement, with over 7,000 views.

APID continued expanding its CSO Network to Support Heritage Communities (GO Heritage Network), which now includes 412 members from across Ukraine – practitioners with experience in preserving and promoting local cultural and natural heritage.

Additionally, in 2024, APID partnered with the Peace and Security Research Centre of Coventry University on a new initiative for gender equality in leadership within higher education institutions in Ukraine. This project aims to analyze barriers in women’s representation in academic leadership in both Ukraine and the UK and to develop an online course to help women scholars overcome these challenges.



*Director of the Agency for Private Initiative Development
Iryna Malynovska*

APID 2023-2024 IN NUMBERS:

15 

Expert
Analytical
Materials

2 

Implemented
projects

12 

Conducted
Research Studies

5 

Public Events
and Activities

5 

Training Events
(Camps, Workshops,
Practicums)

343 

Event Participants

8 

Facilitation of
Working Groups

15 

Engaged Volunteers

KEY AREAS OF APID'S ACTIVITIES IN 2023-2024:

- Training and advisory services for civil society representatives, government authorities, and businesses
- Expert researches and assessment of the economic potential of communities
- Development of strategies and programs for community and social development
- Advocacy and lobbying campaigns
- Moderation and facilitation of public dialogue
- Building partnerships and networks of civil society organizations, supporting public initiatives

TRAINING AND ADVISORY SERVICES FOR CIVIL SOCIETY REPRESENTATIVES, GOVERNMENT AUTHORITIES, AND BUSINESSES

In 2023 and 2024, APID continued to provide training and advisory services for civil society representatives, government authorities, and businesses, focusing on developing local economic potential through heritage.

Training Workshops on the implementation of anchor projects for the development of heritage-related tourism products

In July 2024, APID organized a series of two-day training workshops for 58 representatives from 12 partner communities as part of the project «Revealing the potential of heritage for the economic development of small communities». This initiative aimed to strengthen communities' ability to plan, develop, and manage anchor projects – key tourism and hospitality initiatives rooted in local heritage as drivers of economic growth.

Supporting women's leadership

A dedicated workshop focused on engaging women in heritage-based economic development, with an emphasis on tourism and hospitality and aimed to empower women with practical tools for engaging in the planning and management of local economic development in tourism and hospitality sectors linked to cultural and natural heritage.



Advisory services: Expert Support and Strategic Partnerships

The Zymnivska community received expert guidance and advisory support from APID in preparing a project proposal for the Ukraine Cohesion and Regional Development Project (UCORD). As part of this initiative, the community plans to establish the Heritage4Change Cultural and Creative Cluster, designed to mobilize local heritage resources to strengthen the economic potential of communities. This effort resulted in the formation of strategic partnerships between the Zymnivska and Zhydychynska rural communities, as well as the Volodymyr and Lutsk city communities.

EXPERT RESEARCHES AND ASSESSMENT OF THE ECONOMIC POTENTIAL OF COMMUNITIES

In 2024, the APID team conducted *a rapid assessment of the economic potential of heritage* in 12 territorial communities. The goal was to identify optimal communities growth opportunities linked to the use of cultural and natural heritage, as well as to pinpoint challenges, barriers, and gaps that need to be addressed to strengthen and expand this potential.

To achieve these objectives, APID applied a methodology developed and tested in five communities in the Zakarpattia, Odesa, and Chernivtsi regions in 2020 under the project «Diverse ethnic heritage for hromadas development» funded by the U-LEAD with Europe program.

The 12 rural and township territorial communities assessed were located in the Volyn, Poltava, Zhytomyr, Zakarpattia, and Rivne regions. These communities were selected through a competitive process to participate in the «Revealing the potential of heritage for the economic development of small communities» project, which was implemented under the USAID HOVERLA Project.

The assessment was conducted based on 15 criteria, grouped into four key categories in the reports: heritage, human capital, local economic capacity and local competitive factors.

The rapid assessment process included data collection, interviews with target group representatives and expert visits to the communities.



Upon completion, the research findings were consolidated, and analytical reports were prepared for each community. These reports included a detailed analysis of the local context in each category, summary conclusions and tailored recommendations for each community on heritage management and economic potential utilization. Additionally, the reports featured a Heritage Economic Potential Index for each community, enabling them to assess their current situation and develop specific action plans to leverage their heritage-related strengths, overcome challenges and mitigate existing risks. This assessment serves as a strategic tool that will help communities make informed decisions about how to use local heritage for their local economic development.



DEVELOPMENT OF STRATEGIES AND PROGRAMS FOR COMMUNITY AND SOCIAL DEVELOPMENT

The experts of APID have developed three Interpretation Plans – targeted programs for the Hoshcha, Horinchiv, and Zymne territorial communities. These strategic documents define approaches, tools, and measures for effectively presenting cultural and natural heritage to specific target audiences while maximizing its potential for local development. The plans provide a comprehensive analysis of the current state of heritage interpretation and management, detailing the resources subject to interpretation and identifying key target audiences.

Additionally, they outline thematic concepts and narratives, propose separate heritage interpretation tools that will help with effective heritage presentation, and include a step-by-step implementation plan for activities aimed at preserving and promoting the cultural and natural heritage of the communities. These Interpretation Plans serve as practical roadmaps to enhance heritage management, increase tourism appeal, and support local economic growth.

ADVOCACY AND LOBBYING CAMPAIGNS

During the reporting period, a series of training activities were conducted to enhance the advocacy capacity of civil society initiatives in the field of local heritage preservation and promotion. Specifically, two key events were implemented: the training program “Public Participation Campaigns for the Protection of Ukraine’s Cultural Heritage” and a training camp within the framework of the Second Youth Initiative Competition for Local Heritage Protection and Preservation. A total of 41 representatives from local initiative groups participated in these activities, including civil society leaders, young activists, heritage researchers, and cultural managers from various regions of Ukraine.

The programs covered essential advocacy and lobbying principles in the context of cultural heritage preservation and development, including the stages of planning advocacy campaigns (stakeholder analysis, identifying key targets for influence, goal setting, and strategic communication development). Participants also engaged in practical exercises to develop advocacy tools. Additionally, the events featured case studies of successful heritage advocacy initiatives at both international and local levels, exploring mechanisms for influencing authorities through lobbying, participation in legislative processes, human rights tools, and partnership initiatives.

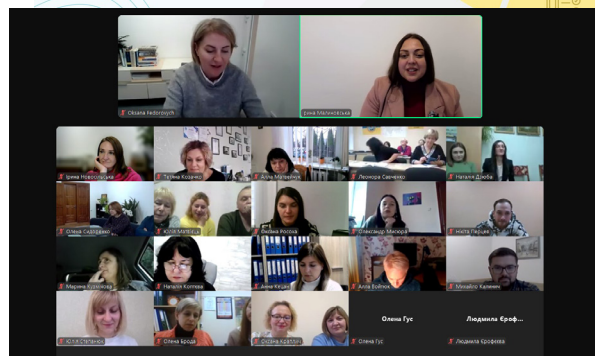


As a result of these training camps, *the project prepared a team of young leaders – heritage ambassadors in times of crisis* – reinforcing their civic engagement and political maturity in heritage preservation and protection. Participants developed their own advocacy campaigns for their communities, incorporating targeted strategies, audience identification, influence mechanisms, and detailed implementation plans. These developments have laid the groundwork for further campaign execution, resource mobilization, and strategic partnerships aimed at effectively representing community interests in cultural heritage preservation.

MODERATION AND FACILITATION OF PUBLIC DIALOGUE

One of the key events was the [All-Ukrainian online conference on the results of the rapid assessment of the economic potential of 12 target communities](#), which took place on November 12, 2024. The purpose of the event was to create an effective platform for experience exchange among communities, present the results of the economic potential analysis of heritage, and expand inter-municipal cooperation. The conference was attended by 104 representatives from 40 territorial communities across 14 regions of Ukraine, including representatives of local governments, businesses, civil society, museums, cultural centers, and educational institutions.

The conference featured three specialized discussion panels – *«Power of Traditions,» «Gastronomic Treasures»*, and *«Creative Space»* – moderated by experts in the fields of heritage, entrepreneurship, and culture. This allowed participants not only to present their own developments but also to receive practical recommendations on implementing joint initiatives, developing tourism products, and integrating heritage into the local economy.



During the working group sessions, participants analyzed the existing heritage resources, their economic potential, and key challenges and barriers in managing cultural sites. Significant attention was paid to identifying target audiences, discussing thematic concepts for heritage representation, defining interpretation tools, and establishing communication channels with potential visitors. Through moderated dialogue, communities were able to align their strategic vision for heritage development and create a roadmap for further implementation.

Additionally, the working groups facilitated the formation of partnerships between local authorities, activists, historians, and representatives of the education and tourism sectors, ensuring cross-sectoral cooperation and consolidating efforts for the implementation of joint initiatives.

As part of the project to *develop Interpretation Plans for the Hoshcha, Zymne, and Horinchiw territorial communities*, comprehensive activities were carried out to moderate public dialogue and actively involve local residents in shaping a strategic vision for heritage development. The key mechanism of public dialogue was working groups that brought together representatives of local government, civil society organizations, businesses, scholars, cultural managers, educators, and active community members. Through a series of facilitated meetings, participants jointly identified key challenges in heritage management, formulated strategic goals, and discussed ways to utilize cultural and natural resources in the context of economic development and tourism attractiveness.



BUILDING PARTNERSHIPS AND NETWORKS OF CIVIL SOCIETY ORGANIZATIONS, SUPPORTING PUBLIC INITIATIVES

During the reporting period, APID continued its role as the coordinator of the CSO Network to Support Heritage Communities (GO Heritage Network), established in 2018 in collaboration with the Tourist Association of Ivano-Frankivsk Region, the Creative Center CCC (Kyiv), and the Agency for Sustainable Development of the Luhansk Region as part of the project «Civil Society Organizations (CSOs) Coalition to Support Rural Heritage Communities».

The key areas of the network's work, defined by its partners, include: legislative and advocacy activities aimed at improving heritage legislation, bridging the gap between lawmakers and practitioners, representing the interests of communities with heritage, and introducing changes to strategic documents; direct support for communities, including consulting, analyzing local issues, and developing roadmaps for local development; network image-building and PR, including the development of communication tools and increasing initiative recognition at the national level; expert community development, including the creation of a pool of network specialists, preparation of analytical and methodological materials, and conducting training events.

Within the organization's activities, active support for civic initiatives and the development of partnership networks of civil society organizations were carried out through large-scale events aimed at consolidating the efforts of communities, authorities, businesses, and the expert community.

As of today, the network unites 412 participants, including representatives of civil society organizations, experts, local authorities, and businesses. As part of the network's activities, an analysis of legislative regulation concerning heritage preservation and management was conducted, a training course for community trainers and consultants was developed to assist in the development of strategies, plans, and programs for local economic development based on heritage potential, and network experts conducted a series of training events related to heritage preservation and revitalization.

As the network coordinator, APID administers the official communication platform on Facebook, serving as a platform for experience exchange, discussion of current issues, and promotion of joint initiatives. Thanks to the network's activities, effective interaction among civil society organizations has been established, partnerships have expanded, and sustainable community development based on heritage preservation and revitalization has been ensured.

<https://www.facebook.com/groups/352867152133885>.



Volunteering

As in previous years, the APID actively engaged volunteers in the implementation of its projects and initiatives. Volunteers were involved in collecting and analyzing economic statistics, processing data, and providing organizational support during events. As part of the APID volunteer program, 15 students from the Department of Law Ivano-Frankivsk Professional College of Vasyl Stefanyk Precarpathian National University completed their internship, gaining valuable experience in research, legal support for civil society initiatives, and communities engagement. Additionally, 20 volunteers were involved in organizing events, ensuring the effective execution of the organization's educational, consulting, and communication initiatives. Such collaboration not only strengthens APID capacity to fulfill its mission but also fosters the development of an active civil society by engaging young people in socially significant processes.

In 2023 and 2024, APID organized **two National Forums of Cultural Heritage Ambassadors of Ukraine**, aimed at building partnerships and supporting civic initiatives in the field of cultural heritage preservation and promotion.

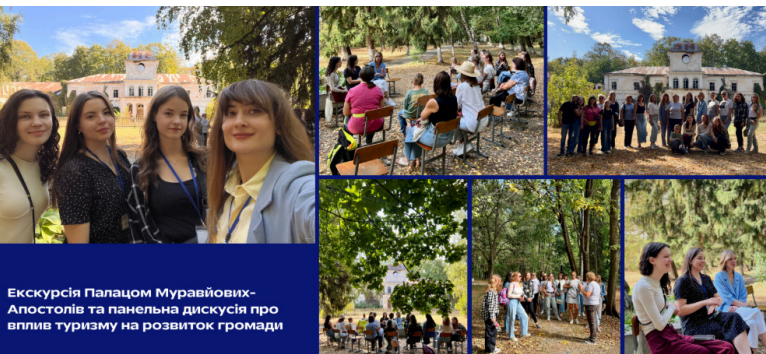
The First National Forum of Cultural Heritage Ambassadors of Ukraine was conducted on **September 28-29, 2023**, the first forum was held in the Ivano-Frankivsk region, bringing together over fifty civil society leaders, students, educators, and creative professionals from ten regions of Ukraine. The main goal of the event was to discuss strategies for strengthening the potential of Ukrainian communities through the use of cultural heritage resources. Participants shared experiences, discussed challenges, and explored cooperation opportunities for preserving and promoting cultural heritage.

The Second National Forum of Cultural Heritage Ambassadors of Ukraine took place on **October 3-4, 2024** in Ivano-Frankivsk and the town of Rozdil in the Lviv region, bringing together activists, researchers, and community representatives from various regions of Ukraine.

The event served as a platform for exchanging ideas and best practices in cultural heritage preservation and contributed to strengthening the network of civil society organizations interested in joint projects and initiatives.

Both forums were significant steps toward consolidating the efforts of various stakeholders for the preservation and effective utilization of cultural heritage as a resource for sustainable community development. APID continues to support and initiate similar events aimed at fostering partnerships and activating civic initiatives in this field.

The All-Ukrainian online conference on the results of the rapid assessment of the economic potential of 12 target communities, held on November 12, 2024, focused significantly on practical aspects of networking and partnership development. As a result of the event, communities identified key challenges and potential growth areas, as well as initiated inter-municipal connections for further collaboration.



During the reporting period, eleven sub-grant initiatives were supported, involving over 700 active community members as volunteers and direct project participants. Through social media, printed publications, and public project events, approximately 1.1 million people were reached. Additionally, thanks to the implementation of sub-grant initiatives, local communities gained new opportunities to influence change, particularly in the field of heritage preservation and promotion. As noted by sub-grantees who implemented initiatives during 2023-2024, some of these projects continue to exist and scale beyond the sub-grants implementation period. Furthermore, 8 out of 15 success stories prepared within the project are stories of graduates from the Training Camps.

PROFESSIONAL DEVELOPMENT OF THE APID TEAM AND PR

On *May 21-22, 2023*, the APID Director, Iryna Malynovska, and Project Manager, Mariia Zhukevych, participated in the workshop by O. Akyimenko, «Design Thinking and Team Leadership in Innovations for the Public Sector.»

From May to July 2023, Iryna Malynovska completed training courses on «Organizing Advocacy Campaigns at the Local Level», «Culture of Tolerance: How to Build an Inclusive Society», and «Prevention and Counteraction to Bullying in Educational Institutions.»

On *July 21, 2023*, Iryna Malynovska participated in the Practical Training «Legal Challenges and Opportunities for Businesses and Civil Society Organizations (CSOs) During Martial Law» in Kyiv.

On *September 10, 2023*, Iryna Malynovska completed the training «Women and Men: Gender for Everyone.»

On *September 23, 2023*, APID expert Oksana Fedorovych participated in the professional workshop «Participatory Practices for Heritage Protection and Restoration», organized by U-ReHerit in Romania. During the event, she presented two key case studies: the Vyhoda Narrow-Gauge Railway Tourism Cluster and the Pniv Castle case, which showcase effective models of community engagement in preserving and utilizing cultural heritage as a resource for local development.

On *November 4, 2023*, these cases were also presented by the expert at the National Congress of Heritage Guardians in Rozdil, Lviv Region. The event brought together experts, activists, and community representatives interested in preserving national cultural heritage.

On *November 19, 2023*, Iryna Malynovska completed the training «Social Change Through Civic Engagement.»

From February to March 2024, Mariia Zhukevych participated in the ECTS Grant Management School: Winter Session. This program provided essential knowledge for effective work with grants and donors.

On *October 29, 2024*, Mariia Zhukevych took part in the IV International Conference on Heritage Protection: «Cultural Heritage: Protecting Cultural Borders.»

On *November 28, 2024*, Oksana Fedorovych and Iryna Malynovska participated in the III National Tourism Summit, which served as a strategic platform for discussing the role of tourism in Ukraine's recovery and international positioning.

On *August 18, 2023*, Oksana Fedorovych and Iryna Malynovska took part in the Forum «Cultural Recovery: A Regional Perspective» held in Lutsk. The event focused on the role of culture and heritage in post-war regional recovery processes.

APID activities are highlighted on its official website: www.arpi.org.ua, which features 26 electronic publications for businesses, CSOs, and government institutions. APID Facebook page is gaining increasing popularity among its target audience (CSOs and independent civic activists) solely through organic posts (as of the report's preparation, it had 842 followers, including CSO leaders, scholars, and youth leaders).

APID also moderates a Facebook group for experts and CSOs working in heritage preservation and management – CSO Network to Support Heritage Communities (GO Heritage Network) The group currently unites 412 members from across Ukraine who have practical experience in heritage conservation and real attempts to leverage its potential for economic development.



FINANCIAL REPORT | 2023

1. BALANCE SHEET AS OF 31.12.2023

Assets	At the beginning of the reporting year	At the end of the reporting period
I. Non-current assets		
Capital investments in progress	-	-
Fixed assets	104.1	95.7
Initial cost	234.6	223.6
Depreciation	(130.5)	(127.9)
Total for Section I	104.1	95.7
II. Current assets		
Inventories	-	-
Including finished goods	-	-
Other current receivables	3.1	3.1
Cash and cash equivalents	733.5	879.2
Other current assets	-	-
Total for Section II	736.6	882.3
III. Non-current assets held for sale and disposal groups	-	-
Balance	840.7	978.0

Liabilities	At the beginning of the reporting year	At the end of the reporting period
I. Equity		
Registered (share) capital	-	-
Additional capital	203.4	203.4
Reserve capital	-	-
Retained earnings (uncovered loss)	-	-
Unpaid capital	(-)	(-)
Total for Section I	203.4	203.4
II. Long-term liabilities, targeted financing, and provisions	633.9	771.2
III. Current liabilities		
Current accounts payable for:		
Long-term liabilities	-	-
Goods, works, services	-	-
Settlements with the budget	-	-
Including income tax	-	-
Settlements on insurance	-	-
Settlements on wages	-	-
Deferred income	-	-
Other current liabilities	3.4	3.4
Total for Section III	3.4	3.4
IV. Liabilities related to non-current assets held for sale and disposal groups	-	-
Balance	840.7	978.0

2. Statement of Financial Results for 2023

Item	For the Reporting Period	For the Same Period of the Previous Year
Net Revenue from Sales of Products (Goods, Works, Services)	-	-
Other Operating Income	-	-
Other Income	1824.3	1065.5
Total Income	1824.3	1065.5
Cost of Goods Sold (Cost of Services, Works)	(-)	(-)
Other Operating Expenses	(-)	(-)
Other Expenses	(1824.3)	(1065.5)
Total Expenses	(1824.3)	(1065.5)
Financial Result Before Taxation	-	-
Income Tax	(-)	(-)
Net Profit (Loss)	-	-

FINANCIAL REPORT | 2024

1. BALANCE SHEET AS OF 31.12.2024

Assets	At the beginning of the reporting year	At the end of the reporting period
I. Non-current assets		
Capital investments in progress	-	-
Fixed assets	95.7	422.2
Initial cost	223.6	642.2
Depreciation	(127.9)	(220.0)
Total for Section I	95.7	422.2
II. Current assets		
Inventories	-	13.9
Including finished goods	-	-
Other current receivables	3.1	0.4
Cash and cash equivalents	879.2	807.9
Other current assets	-	-
Total for Section II	882.3	822.2
III. Non-current assets held for sale and disposal groups	-	-
Balance	978.0	1244.4

Liabilities	At the beginning of the reporting year	At the end of the reporting period
I. Equity		
Registered (share) capital	-	-
Additional capital	203.4	203.4
Reserve capital	-	-
Retained earnings (uncovered loss)	-	-
Unpaid capital	(-)	(-)
Total for Section I	203.4	203.4
II. Long-term liabilities, targeted financing, and provisions	771.2	714.8
III. Current liabilities		
Current accounts payable for:		
Long-term liabilities	-	-
Goods, works, services	-	288.1
Settlements with the budget	-	5.7
Including income tax	-	-
Settlements on insurance	-	5.2
Settlements on wages	-	23.8
Deferred income	-	-
Other current liabilities	3.4	3.4
Total for Section III	3.4	326.2
IV. Liabilities related to non-current assets held for sale and disposal groups	-	-
Balance	978.0	1244.4

2. Statement of Financial Results for 2024

Item	For the Reporting Period	For the Same Period of the Previous Year
Net Revenue from Sales of Products (Goods, Works, Services)	-	-
Other Operating Income	-	-
Other Income	6556.8	1824.3
Total Income	6556.8	1824.3
Cost of Goods Sold (Cost of Services, Works)	(-)	(-)
Other Operating Expenses	(-)	(-)
Other Expenses	(6556.8)	(1824.3)
Total Expenses	(6556.8)	(1824.3)
Financial Result Before Taxation	-	-
Income Tax	(-)	(-)
Net Profit (Loss)	-	-

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