REPORT
CITIZENS' ASSEMBLY
OBOLON DISTRICT OF KYIV

"How can we support veterans and their families?"

18 April – 17 May 2026









The citizens' assembly in the Obolon District of Kyiv was made possible with comprehensive expert, methodological and financial support from the Council of Europe's project "Strengthening multilevel governance and local democracy to support Ukraine's recovery", implemented by the Centre of Expertise for Multilevel Governance at the Congress of Local and Regional Authorities of the Council of Europe as part of the Council of Europe Action Plan for Ukraine "Resilience, Recovery and Reconstruction" 2023–2026.

The Council of Europe Office in Ukraine extends its sincere gratitude to the Obolon District State Administration of Kyiv for its support and assistance in organising and holding the citizens' assembly. A special acknowledgement goes to **Maryna Khonda**, Deputy Head of the Kyiv City State Administration for the Exercise of Local Self-Government Powers, and **Kyrylo Fesyk**, Head of the Obolon District State Administration of Kyiv, for their role in organising the citizens' assembly.

We deeply appreciate the veterans, experts, speakers, volunteers and facilitators who were actively involved in the process for their contribution and professionalism.

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The opinions expressed in this work are the responsibility of the author(s) and do not necessarily reflect the official policy of the Council of Europe.

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From setting up the citizens' assembly to developing recommendations

August–September 2025

Stakeholder Forums

- Discussions on priorities with veterans' and civil society organisations
- Identifying potential topics to be covered in the Assembly's sessions
- What key information needs to be provided to participants of the forthcoming Assembly to enable them to produce evidence-based recommendations for the local authorities?

October 2025

Signing of the Memorandum with the Congress of Local and Regional Authorities of the Council of Europe

PREPARATION STAGE

January–February 2026

Demographic analysis and information campaign

- Demographic analysis of the Obolon District
- Setting up the Supervisory Committee
- Developing a participant recruitment plan
- Launching a wide-ranging information campaign
- Distributing 6,000 invitation letters
- Registration of potential members: 309 persons

March 2026

Recruitment of participants

- Sortition using the Panelot software
- 45 people selected to form a group broadly representative of the district in terms of gender, age, level of education, place of residence and IDP status

IMPLEMENTATION

18–19 April 2026
Session 1

Exploring the topic and identifying issues

Reviewing veterans' policies at district and city level. Discussions with experts and veterans

- Members of the Assembly identify key issues and needs

2–3 May 2026
Session 2

Practical experience and generating recommendations

Dialogue with veterans' hubs, civil society organisations and rehabilitation centres. Prioritising issues and generating recommendations in seven small groups.

- Assembly members put together preliminary recommendations

16–17 May 2026
Session 3

Dialogue with the authorities and final vote

Review of the recommendations with veterans, experts, and officials representing the Obolon District State Administration and the Kyiv City State Administration. Finalising the recommendations.

- Assembly members approved 24 recommendations, with each receiving over 50% of the votes

OUTCOME

June–September 2026

Submission of the report and recommendations

- Developing a comprehensive report on the preparation and conduct of the Assembly
- Submitting the report and recommendations to the Kyiv City State Administration and the Obolon District State Administration

1. ABOUT THE CITIZENS' ASSEMBLY

1.1. What is deliberative democracy?

Modern democracies are increasingly faced with complex and interconnected challenges, which require more than just effective institutional mechanisms to resolve; they also demand greater citizen involvement in decision-making processes. The complexity of social problems, the diversity of citizens' concerns and needs, and the necessity to strengthen trust between the authorities and society are driving the search for new approaches to democratic participation. The relevance of these approaches is even greater in contexts where the scope for using traditional forms of civic participation is limited. One such approach is **deliberative democracy**, which facilitates informed discussion of issues of public importance and the collaborative pursuit of evidence-based solutions.

Deliberative democracy is built on the principle of substantive and reasoned discussion of issues of public importance. Unlike conventional forms of participation, where citizens mainly express support for or opposition to decisions that have already been made, deliberative processes involve jointly examining an issue, considering different points of view, exchanging arguments and seeking solutions that balance the interests of a broad range of people.





The central premise of deliberative democracy is the conviction that the quality of decisions improves when citizens are able to access reliable information, ask questions of experts, discuss the issue and form their own position based on evidence and arguments. This approach promotes more informed participation in decision-making processes and leads to decisions that enjoy a higher level of public support.

Over the past decade, deliberative mechanisms have been actively used in many countries around the world and in Europe.

For Ukraine, deliberative tools are taking on particular significance in the context of decentralisation, community revitalisation and the strengthening of the role of local self-government. In the context of Russia's war of aggression against Ukraine, they provide a meaningful mechanism enabling citizens from diverse social groups, with different experiences and viewpoints, to participate in shaping decisions concerning their shared future. Deliberative processes help foster a culture of responsible dialogue between the authorities and citizens.

1.2. Citizens' assembly as a platform for dialogue between local government and residents

One of the best-known and most widely used tools of deliberative democracy is the citizens' assembly. This is a structured process for engaging citizens in the consideration of a specific issue of public importance and the development of recommendations for public authorities.

Across the world, citizens' assemblies and other deliberative democracy mechanisms have been used to address a wide range of issues, including climate policy, constitutional reform, urban development, healthcare, education and other matters of public concern. Successful international experience shows that involving citizens in meaningful dialogue not only helps to find high-quality solutions but also strengthens trust in democratic institutions.

A defining feature of citizens' assemblies is the random selection of participants, combined with learning, facilitated deliberation and the development of collective recommendations. 45–50 people (up to 100 in the case of a national assembly) are selected by sortition, using a specific methodology, from among willing community members (who have signed up to take part); these individuals should represent the main socio-demographic profiles of the population in terms of gender, age, level of education, area of residence, etc. This approach ensures a diversity of experiences, views and life circumstances among participants, whilst also creating the conditions for the voices of different population groups to be represented.

The Assembly usually meets for three sessions, each lasting two days (Saturday and Sunday). Participants are first introduced to the topic and provided with the information they need by experts and stakeholders. They then work in small groups, supported by independent facilitators, to analyse the issues, discuss possible solutions and develop their own proposals. **In the final stage, participants formulate and agree on recommendations, which are submitted to the authorities for consideration and follow-up action.**

A key benefit of the citizens' assembly is the combination of citizens' experience and expert knowledge. Participants make decisions based not only on their own convictions, but also after considering different viewpoints of the stakeholders, facts and expert information. Therefore, the recommendations generated through this process often tend to be practical, balanced and focused on long-term outcomes.

➢ *For local self-government bodies, the citizens' assembly is an effective tool for engaging residents in the policy-making and decision-making processes that influence the community's development. For citizens, it is an opportunity to be directly involved in resolving important local issues, to have their voices heard and to influence the decision-making process.*

In order to strengthen dialogue between authorities and residents, and to involve citizens in developing solutions to support war veterans, a citizens' assembly was held in 2026 in the Obolon District of Kyiv, with comprehensive expert, methodological and financial support from a Council of Europe project, to discuss the following topic: **"How can we support veterans and their families?"**

Support for war veterans is one of the most pressing issues for Ukraine in the context of a full-scale war. The Obolon District of Kyiv, home to a significant number of veterans and their families, became the first district in the capital to host a citizens' assembly. Forty-five residents of the Obolon District were selected by sortition to take part in the Assembly, which lasted six days and consisted of three two-day sessions (18–19 April, 2–3 May and 16–17 May 2026). The composition of the Assembly ensured broad representation of the district across gender, age, educational background and geographical area.

2. PREPARATION AND PLANNING OF THE CITIZENS' ASSEMBLY IN THE OBOLON DISTRICT OF KYIV

2.1. Defining the citizens' assembly's remit and its mandate

Organising the citizens' assembly in the Obolon District of Kyiv proved to be a complex process that took over six months. To design and support all stages of the process — from preparation to session delivery — the Council of Europe project engaged international experts from the **Federation for Innovation in Democracy – Europe (FIDE)**, who have extensive experience in organising citizens' assemblies. **Tetiana Semiletko**, lead expert, and **Olha Hvozdik**, lead facilitator, were responsible for ensuring adherence to the deliberative process methodology and the design of the assembly sessions.

When planning the citizens' assembly in the Obolon District, the organisers drew on the experience of previous citizens' assemblies supported by the Council of Europe in the Zviahel, Slavutych and Rivne municipalities.

A key stage in the preparation of the citizens' assembly was the signing of a **Memorandum of Understanding** between the Congress of Local and Regional Authorities of the Council of Europe and the Kyiv City Council. The MoU formalised the partnership between the parties regarding the planning and conduct of the citizens' assembly based on the principles of transparency and inclusivity. The Congress of Local and Regional Authorities of the Council of Europe committed to providing expert, methodological and financial support in the preparation, organisation and implementation of the citizens' assembly. The Kyiv City Council, for its part, undertook to ensure that the citizens' assembly took place in the Obolon District of Kyiv and to consider the recommendations put forward, identifying the most appropriate ways of translating them into specific policies.

The document was signed on 28 October 2025 during the 49th session of the Congress of Local and Regional Authorities of the Council of Europe by **Vitaliy Klitschko**, Mayor of Kyiv, and **Mathieu Mori**, Secretary General of the Congress.





Stakeholder Forum

To finalise the remit of the citizens' assembly, clarify the main issues to be addressed and identify the key questions for the deliberative process, the organisers held two **Stakeholder Forums**, on 16 August and 13 September 2025. These forums constituted an important preparatory step in shaping the Assembly.

More than 60 representatives of civil society organisations and veterans' organisations from the Obolon District participated in the discussions. The remit of the Assembly had been proposed by the Kyiv City State Administration. Based on the discussions, four priority areas were identified for further deliberation: developing spaces for veterans in the district; mental health and rehabilitation for veterans and their families; professional adaptation and employment; and access to information on rights, benefits and available services.

The outcomes of the Stakeholder Forums informed the preparation of the information materials provided to the selected members of the citizens' assembly and helped shape the agenda for the sessions. The final topic put to the citizens' assembly — **"How can we support veterans and their families?"** — addressed one of the key societal challenges facing Ukraine in the context of Russia's war of aggression against Ukraine.



2.2. Analysis of existing support for veterans in the Obolon District and the city of Kyiv

In preparation for the sessions of the citizens' assembly, the project's experts reviewed the current situation regarding support for veterans in the city of Kyiv and the Obolon District. According to the Kyiv City State Administration, there are around 90,000 veterans living in Kyiv, including those who took part in combat operations and people with war-related disabilities. In the Obolon District, according to available data, there are 576 people with war-related disabilities and 980 family members of fallen Defenders of Ukraine. These figures, however, do not reflect the full number of veterans living in Kyiv and the district, as the centralised registration of those who have taken part in combat operations is carried out by the Ministry of Veterans' Affairs of Ukraine.

At present, financial assistance remains the primary form of support for veterans and their families in Kyiv. According to the 2025 budget reports, over 70% of expenditure in this area was allocated to the payment of monthly targeted benefits.

However, alongside financial support, a number of systemic challenges persist. According to the Obolon District State Administration of Kyiv, the transition back to civilian life is a challenging and protracted process. Veterans face the need to adapt mentally, deal with tedious bureaucratic procedures when undergoing military medical examinations and applying for relevant status, as well as difficulties with finding employment and retraining.

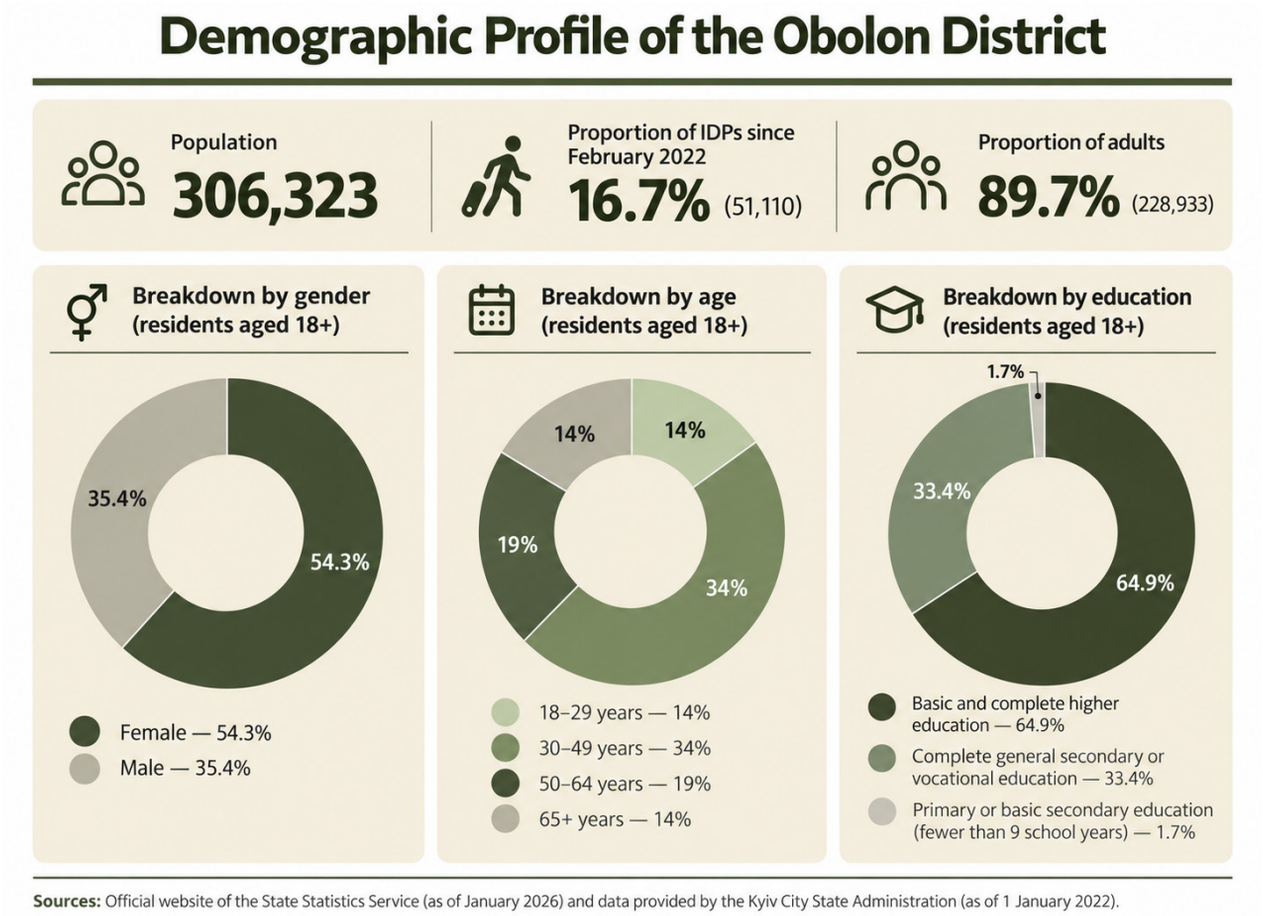
Their families — partners, parents and children — also need support, as they too are going through the process of adapting to new life circumstances, experiencing changes in family roles and often requiring specific services and support.

However, as of 2026, there is no dedicated space for veterans in the Obolon District; residents have mainly had to turn to municipal services located across different parts of the city.



2.3. Demographic profile of the community and preparation for the lottery

To ensure that the citizens' assembly reflected the diversity of the community, a demographic profile of the Obolon District was developed. Based on this profile, a randomly selected sample was drawn from among registered participants using the ***Panelot*** software. This helped ensure that the Assembly's composition reflected the community's demographic makeup as closely as possible in terms of key socio-demographic characteristics such as gender, age, area of residence, level of education and internally displaced person status.



When setting the quotas of members to be selected for the Assembly, the following factors were considered:

- gender and four age categories;
- level of education (basic higher and complete higher education, complete secondary or vocational education, primary or basic secondary education);
- place of residence within the three designated geographical areas of the Obolon District (North, South, East);
- status as an internally displaced person (up to seven spots were reserved for IDPs from the Obolon District).

Established quotas for the selection of citizens' assembly members

Demographic factor	Category (group)	Proportion (of the adult population)	Quota/number of representatives of the group at the session
Age	18–29	17%	8
	30–49	42%	18
	50–64	24%	11
	65+	17%	8
Gender	Men	36%	16
	Women	64%	29
Status	Internally displaced person	16%	7

Geographical area within the Obolon District	East	26%	12
	North	43%	19
	South	31%	14
Education	General and vocational	35%	16
	Basic higher education	40%	18
	Full higher education	25%	11

For the purposes of selecting participants for the Obolon District citizens' assembly, the district was provisionally divided into three geographical areas: North, South and East. This approach ensured that the geographical distribution of the district's population was properly reflected when setting the geographical quotas, thereby guaranteeing representation from its various parts. The largest proportion of the district's residents live in the northern area (43%), which was factored in when determining the number of spots for each area. Thus, the geographical quotas helped to shape the composition of the assembly in a way that reflected the spatial distribution of the district's population and ensured equal opportunities for participation for residents from all parts of the district.

Geographical breakdown of the Obolon District

** For the purposes of selection of Assembly members*

Conventional geographical areas	Population, aged 18+	Proportion of the total population aged 18+	Coverage
Geographical area 1. **EAST**	≈ 54,000 persons	26.1%	4 neighbourhoods
Geographical area 2. **NORTH**	≈ 89,000 persons	42.5%	6 neighbourhoods + Pushcha-Vodytsia
Geographical area 3. **SOUTH**	≈ 66,000 persons	31.4%	5 neighbourhoods

Source: *Kyiv City State Administration, 2022*

2.4. Outreach campaign and registration

In February 2026, the Communications Department of the Kyiv City State Administration (KCSA) and the Obolon District State Administration launched a large-scale outreach campaign to inform residents about the Assembly and encourage those interested to register.

A communications plan was drawn up, setting out key messages, channels for disseminating information and a schedule for publishing materials. A logo for the Obolon District citizens' assembly was also created to be used on all promotional materials.

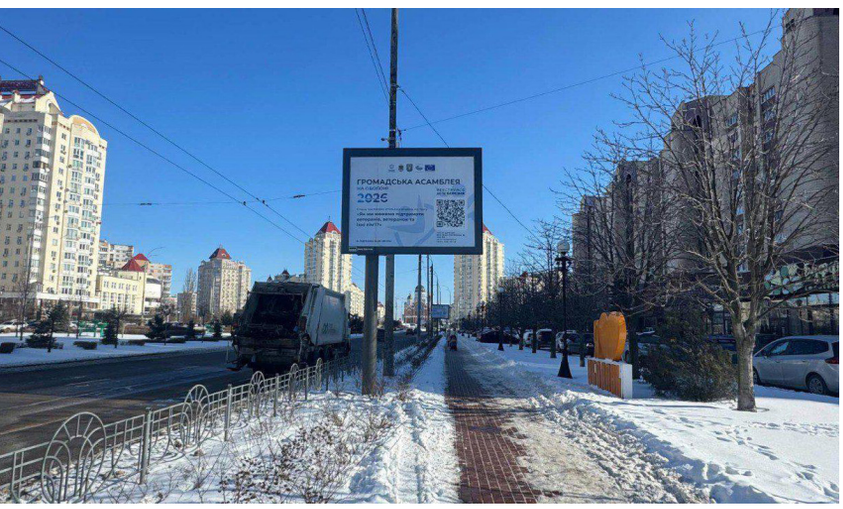
ГРОМАДСЬКА АСАМБЛЕЯ

A dedicated page for the citizens' assembly was set up on the official website of the Obolon District State Administration, where announcements and content describing each stage of the Assembly's preparation and conduct were regularly posted.

The Head of the Obolon District State Administration in Kyiv, Kyrylo Fesyk, recorded a video appeal urging people to register for the citizens' assembly, which was posted on his Facebook page and other social media platforms.

The citizens' assembly page on the website of the Obolon District State Administration	*Video address by Kyrylo Fesyk, Head of the Obolon District State Administration*

Five billboards and **five digital scrolling billboards** were installed across the Obolon District, while 1,000 posters were distributed in social and cultural institutions, healthcare facilities, public transport, including metro stations in the district, transport stops and the entrances of residential buildings. In addition, **3,000 information leaflets** were distributed throughout the district.









In the Obolon District, 6,000 invitation letters were delivered to the letterboxes of approximately one in every three households. The households were selected at random by the organising team across different residential buildings and floors. For the purposes of the outreach campaign, a "household" was defined as either a flat in a multi-storey building or a detached house. Between 20 and 50 households in each selected building or property received an invitation letter, and up to two adults per household were eligible to register for the Assembly.

The letters provided information on the topic and format of the citizens' assembly, its dates, and how to register to join. Residents were also informed that the Council of Europe project provides a daily honorarium for the time spent participating in the assembly (in line with European and global practice regarding citizens' assemblies), amounting to UAH 3,000 for participation in all three sessions.



Оболонська районна в місті Києві державна адміністрація
04205, м. Київ, вул. Левка Лук'яненка, буд. 16
e-mail: rda.obolonska@kyivcity.gov.ua

Шановний(а) жителю(ко) Оболонського району міста Києва!

Від імені Оболонської районної в місті Києві державної адміністрації вітаю Вас із тим, що Ви стали одним(ією) із 6 000 жителів і жительок нашого району, яких запрошено до участі в Громадській Асамблеї.

Ваші думка та голос можуть стати ключовими у вирішенні стратегічно важливого для району та всього міста питання!

У квітні-травні 2026 року за підтримки проєкту Конгресу місцевих і регіональних влад Ради Європи «Зміцнення багаторівневого врядування та місцевої демократії для підтримки відновлення України» та за всебічного сприяння з боку Оболонської районної в місті Києві державної адміністрації, Київської міської державної адміністрації та Департаменту соціальної та ветеранської політики **вперше у Києві, а саме в Оболонському районі,** буде проведено **Громадську Асамблею.**

Громадська Асамблея – це інноваційний інструмент участі мешканців і мешканок у виробленні рішень щодо важливих для громади питань, що практикується у багатьох країнах світу, **а з 2024 року – і в Україні.** Група жителів та жительок громади, які відображають її за основними демографічними показниками (вік, стать, освіта тощо), впродовж трьох сесій за допомогою експертів вивчають визначену тему та обговорюють її, після чого **напрацьовують рекомендації для органів влади.** Влада зобов'язується взяти ці рекомендації до уваги.

Тема Громадської Асамблеї: «Як ми можемо підтримати ветеранів, ветеранок та їхні сім'ї?»

Дати: 18 та 19 квітня, 2 та 3 травня, 16 та 17 травня 2026 року (орієнтовно з 10:00 до 17:00 год).

До роботи Громадської Асамблеї в різних ролях будуть залучені люди з безпосереднім досвідом, пов'язаним із темою, зокрема ветерани війни.

Це запрошення надіслано 6 000 мешканцям і мешканкам Оболонського району міста Києва **випадковим чином.** З-поміж тих, хто зареєструються до участі в Асамблеї, **буде відібрано 45 осіб шляхом жеребкування за спеціальною методикою.**

ЗАПРОШУЄМО ВАС ЗАРЕЄСТРУВАТИСЯ ДО 12 БЕРЕЗНЯ 2026 РОКУ ОДНИМ ІЗ ЦИХ СПОСОБІВ:

- за допомогою цього QR-коду
- за номером телефону: (044) 426-49-49 у робочі дні з 10:00 до 17:00 год;
- особисто за адресою: м. Київ, вул. Левка Лук'яненка, 16 (кабінет 313, у робочі дні з 10:00 до 17:00 год)

За участь у Громадській Асамблеї передбачена грошова винагорода у сумі 3000 гривень (за три сесії, по два дні кожна). Експертну, фінансову та організаційну підтримку надає проєкт Конгресу Ради Європи. Під час усіх днів учасників та учасниць буде забезпечено харчуванням (обід, кавоперерви). Приміщення для проведення Асамблеї буде доступним для людей, які користуються кріслами колісними, та забезпечене укриттям на випадок повітряної тривоги.

Ваша участь у всіх трьох сесіях є обов'язковою для забезпечення безперервності обговорень і досягнення змістовних результатів. Детальну інформацію щодо програми, місця проведення та інших організаційних питань буде повідомлено додатково всім учасникам, яких буде відібрана шляхом жеребкування.

**Цей лист є запрошенням стати кандидатом на участь у Громадській Асамблеї для будь-яких двох осіб, які проживають у Вашому домогосподарстві та досягли повноліття (18 років).*

З повагою,
Голова Оболонської районної в місті Києві державної адміністрації
Кирило ФЕСИК





Importantly, the campaign to distribute invitations took place during one of the most challenging periods for the capital. Following a series of missile attacks, Kyiv experienced widespread disruptions to its heating and electricity supplies amidst the winter cold. During this period, utility workers were focused on clearing up the aftermath of the shelling and ensuring the city's infrastructure remained operational. Despite the heavy workload, they joined in distributing invitations to the citizens' assembly.

Volunteers from a local youth organisation, the **Independent Association of Obolon Leaders**, also supported the campaign by preparing invitation letters and distributing information leaflets to local residents and passers-by near metro stations in the district.

All residents of the Obolon District who learned about the citizens' assembly were able to register independently, including those who had not received an invitation letter. Registration was open from **16 February to 12 March 2026**. Residents could register through an online form on the

Obolon District State Administration's website, by telephone via the Department for Handling Citizens' Enquiries, or in person at 16 Levka Lukianenka Street. A total of **309 Obolon District residents** registered during this period.



The Council of Europe project's experts put together an **information kit**, which was sent to the selected members of the citizens' assembly ahead of its first session. The kit provided information on the citizens' assembly as an instrument of deliberative democracy, its advantages and how it differs from other forms of civic participation, as well as background information on the topic under discussion. Although the information kit was designed primarily for Assembly members, it may also be useful to a wider audience within the community.

2.5. Supervisory Committee: ensuring the transparency and impartiality of the process

A Supervisory Committee was established to safeguard the independence and transparency of the process. Acting as an independent oversight body, the Committee monitored compliance with the agreed procedures and the transparency of the preparation and conduct of the Assembly. Its members also attended the Assembly sessions as observers. The Committee did not interfere in the substance of the deliberations or participate in the development of recommendations. It comprised representatives of veterans' organisations, human rights activists and rehabilitation specialists:

- **Halyna Borovyk**, Founder of the Nezlamna (Unbreakable) initiative, representative of the 73rd Separate Mechanised Brigade, and member of the Council on the Affairs of Military Personnel and Their Families in the Obolon District;
- **Anatolii Dziubenko**, Executive Director of the I HELP Charitable Foundation;
- **Polina Kravchenko**, Chair of the Institute for Development, Cooperation and European Integration NGO, associate member of the Veterans' Council;
- **Tetiana Sliesarenko**, veterans' rights expert based in Kyiv;
- **Kateryna Shershnova**, Deputy Chair of the Base 4.5.0 Innovation and Rehabilitation Centre, veteran rehabilitation expert;
- **Tetiana Shmidt**, Civilian-Military Cooperation Officer of the 3rd Battalion of Military Unit A7040.

Members of the Assembly could refer matters to the Supervisory Committee should they have any concerns regarding the transparency of the process or a possible breach of the established rules. Throughout the entire process, from the preparatory stage to the conclusion of the working sessions, the Supervisory Committee found no breaches of procedure or other instances of non-compliance with the established rules during the citizens' assembly.

2.6. Recruitment of the assembly members

Prior to the sortition using **Panelot**, an open-source software programme designed for the random and representative selection of participants for citizens' assemblies, citizens' juries and other deliberative processes, the criteria for the community's demographic profile were determined, and quotas were calculated to establish the minimum and maximum number of residents in each subgroup. The quotas were set in proportion to the demographic structure of the Obolon District.

A total of 309 residents of the Obolon District registered to take part in the Assembly. Following the processing of the questionnaires, **300 eligible applicants were included in the selection pool**; some questionnaires were rejected due to duplication or incorrect completion (including those from residents of other districts of the city).

Based on the established demographic quotas, a sortition was held in March 2026 using *Panelot*, conducted by a consultant for the Council of Europe project and witnessed by representatives of the Project, the KCSA and the Obolon District State Administration.

Importantly, the list of registered individuals was uploaded to the software **in an anonymised format**, without first names, surnames or telephone numbers. The software used only gender, age, level of education, IDP status and area of residence. The selection was based solely on these categories, as participants were required to be demographically representative of the population of the Obolon District.

Panelot generated 300 possible combinations for the make-up of the assembly that met the established criteria of representation. Following this, one option comprising **45 persons** was selected using the random.org randomisation service.

Of these, **55% of the citizens' assembly** was drawn from residents who responded to invitations delivered to their letterboxes, whilst **45% of participants** joined via open registration.

The coordination team reached out to all selected participants by phone to confirm their participation. Some participants declined due to personal circumstances, and they were therefore replaced by residents with a similar demographic profile through a second random sortition using *Panelot*. Once all replacements had been confirmed, the final roster of the citizens' assembly was drawn up.

The selection process aimed to produce a broadly representative group through random selection using demographic criteria, so that the Assembly reflected the socio-demographic profile of the Obolon District as closely as possible.





3. HOLDING THE CITIZENS' ASSEMBLY IN THE OBOLON DISTRICT OF KYIV

3.1. Methodology and reasoning behind the setting of day-by-day agenda

The citizens' assembly was structured around a gradual transition from exploring the issue and building a shared understanding of the problems to developing and prioritising solutions. Each of the three two-day sessions had its own methodological focus, whilst logically building on the previous one and laying the foundations for further progress.

During the first session, participants explored the assembly's topic and received information from government and local officials, field experts and veterans themselves. This enabled them to form a shared understanding of the issues and identify key questions for further work. The second session shifted the focus to an in-depth analysis of the causes and implications of the identified problems and the development of recommendation packages. The third session was devoted to reviewing the recommendations with the participation of public officials, experts and veterans. Participants then refined the recommendations and held a final vote on the proposals developed.

The Assembly combined several key methodological tools, each serving a distinct purpose in the deliberative process:

1. **Information briefings**. Between sessions, participants formulated specific information requests, identifying what knowledge or data they lacked in order to gain a deeper understanding of the issue and assess the feasibility of the proposed recommendations. Before the start of the next session, the organising team prepared the relevant information materials, which the participants studied independently. This approach gradually deepened participants' insights while, at the same time, enabling them to influence the content of the information provided in line with the needs of the deliberative process.
2. **Dialogues with veterans**. This separate methodological component served not only to inform but also to fulfil a socially important objective. Direct communication with veterans helped to foster a better understanding of their experiences, needs and challenges, as well as to cultivate a more empathetic and respectful attitude towards those returning from war.
3. **Workshops**. Practical workshops, including those on accessibility, helped to move from abstract discussion to the analysis of real-life situations and the search for practical solutions. Throughout the workshops, accessibility issues were addressed comprehensively, covering all six types of barriers.
4. **Preliminary vote** using stickers helped to identify weaknesses in the recommendations ahead of the final vote and gave participants time to refine them.
5. **Developing the recommendations using a structured template** (what we are doing, who we are doing it for, who is responsible, how this will be implemented in practice) ensured adequate detail and helped to produce high-quality, feasible and practice-oriented solutions, rather than merely general suggestions.

The group facilitators provided the framework and structure for the discussions, while the content and priorities were determined by the participants themselves. The agenda for each subsequent session was adapted in response to feedback received after the preceding session, allowing the process to remain responsive to participants' needs and the development of the deliberations.

Session	Focus	Session content	Outcome
Session 1 18–19 April 2026	**Exploring the topic and identifying issues**	• Official opening of the Assembly and briefing for members on the format of the event and their mandate. • Presentation on the current situation regarding support for war veterans in the Obolon District. • Speed-dialogue sessions with field experts. • A presentation on veterans' policy in Kyiv city. • Speed-dialogue sessions with veterans. • Identifying key issues and prioritising them.	Citizens' assembly members identified seven thematic areas and formulated the key issues
Session 2 2–3 May 2026	**In-depth analysis of issues and identification of solutions**	• In-depth analysis of issues: causes, manifestations, implications. • Workshop on accessibility: analysis of six types of barriers. • Presentations and discussions with experts in the fields of rehabilitation and communication. • World Café session for exchanging ideas and jointly developing solutions. • Prioritising and refining recommendations. • Checking the factual basis of recommendations and assessing their feasibility.	Participants drew up a package of preliminary recommendations and prepared information requests for the authorities
Session 3 16–17 May 2026	**Finalisation of recommendations and final vote**	• Presentations by the Ministry of Veterans' Affairs of Ukraine and the Kyiv City State Administration; answering questions from participants. • An overview of best practices for supporting veterans and the activities of veterans' communities. • Breakout sessions with experts: finalisation of recommendations. • A preliminary vote using stickers. • Final presentation of the recommendations and final vote (ballot paper, 1–5 scoring scale). • Members of the Assembly presented the recommendations to officials from the Kyiv City State Administration and the Obolon District State Administration in Kyiv.	24 recommendations were adopted with the support of over 50%

During the first session, participants rotated between working groups, exploring various aspects of the topic and exchanging viewpoints until the Assembly's priority areas of work were identified. Following a vote, each participant independently chose a thematic area they wished to continue working on. Thematic groups were thus formed on a voluntary basis and remained unchanged throughout the second and third sessions.

At the same time, the World Café and Gallery of Solutions formats were used to facilitate the exchange of ideas and mutual learning between the groups. Participants moved between tables, reviewed the work of other groups, asked questions and offered suggestions and feedback, whilst remaining with their main thematic group.

This approach enabled in-depth work within individual thematic groups to be combined with a continuous exchange of ideas and the collective development of recommendations. This allowed each recommendation to be supplemented, refined and vetted by participants with diverse experiences and perspectives. As a result, the final recommendations were the collective outcome of the entire Assembly's work, rather than that of individual thematic groups.

3.2. The roles of experts, facilitators and stakeholders

The Council of Europe project engaged facilitators to support the Assembly's work, all of whom had previously been trained by international experts from FIDE. The training covered moderation and dialogue techniques and methods of organising group work, including those reflecting the specific nature of a tool such as the citizens' assembly. Lead facilitator **Olha Hvozdik** was in charge of moderating the sessions and coordinating the seven facilitators who worked at separate tables, each comprising between five and six assembly members. The facilitators — **Bohdana Beschastna, Serhii Harashchuk, Natalia Malynovska, Tetiana Popova, Vitalina Popova, Svitlana Tarasova and Iryna Shelep** — ensured that discussions proceeded in a constructive and balanced manner, promoted equal participation among all members, and helped the groups move from exchanging views to developing joint, evidence-based recommendations. In keeping with the principle of neutrality, the facilitators did not express their own views on the content of the discussions, nor did they influence the positions or decisions of the participants.

An important component of the Assembly was the participation of a wide range of invited speakers, including field experts, veterans, government officials and representatives of civil society organisations. Their role was to provide participants with the balanced, multifaceted and reliable information necessary to form an informed position and develop recommendations.



Session 1 (18 April): field experts

Speaker	Presentation topic
Oleksandr Nikolaichuk Expert on veterans' programmes, Naval Forces of the Armed Forces of Ukraine 2023–2024	Community-level veteran policy: how municipal support programmes are developed
Veronika Loza Head of the Programme Department at the Ukrainian Veterans' Fund	Opportunities for supporting veterans: programmes run by the Ukrainian Veterans' Fund and the development of veteran-led businesses and employment
Karina Doroshenko Expert on veterans' programmes and policies, with over 10 years' experience	Veterans' businesses and employment: opportunities for development and ethical communication
Vitalii Pcholkin Occupational therapist, member of the Accessibility Council under the Cabinet of Ministers of Ukraine	Rehabilitation and return to active life after trauma: barriers and opportunities
Olha Termeno Lawyer, Head of the Veterans' Programme at the Legal Hundred CSO	Veteran status in Ukraine and state support: challenges and proposed solutions
Viacheslav Shaiduk Veteran, lawyer at the Legal Hundred CSO	Causal links between veterans' injuries and illnesses and their social implications
Olena Khimenko Deputy Director of the Kyiv Military Hub	How the veteran support system works in Kyiv: services, opportunities and needs
Oleksii Kodman Veteran, Deputy Director of the Kyiv Military Hub	How the veteran support system works in Kyiv: services, opportunities and needs

Session 1 (19 April): veterans

Speaker	Presentation topic
Masi Nayyem Lawyer, military officer, human rights defender, founder of Miller Law Firm and CSO "Pryntsyp"	Legal protection for veterans and their families
Oleh Symoroz Veteran, civic activist and human rights defender, who sustained serious injuries	Interaction between veterans and citizens with the city authorities: rights protection and civic engagement

Stanislav Ryzhenkov (callsign "Morty") Veteran, Colonel with the Azov Regiment, former prisoner of war; Kyiv City Council Commissioner for Veterans' Rights	The veterans' policy system in Kyiv: how it works and where it can be improved
Artem Skrypnyk Veteran, Chair of the Dniprovskyi District Veterans' Council, Chair of the Veterans of the 128th Battalion CSO	Adaptive sport as a tool for recovery and reintegration
Mykhailo Bakaliuk Veteran of the 47th Mechanised Brigade "Magura", ambassador for the prosthetics programme, co-founder of VYMIR	Veterans in the city's economy: from support to opportunities and employment
Oleksandr Antonenko Veteran, Head of the Right Bank Department at the Kyiv Military Hub	How veteran support services work: experience and practical needs
Lesia Filimonova Veteran, Plast member, feminist; grant writer at Veteran Hub	The role of women in the veteran community: experience, challenges and needs

Session 3 (16 May): speakers

Speaker	Presentation topic
Roman Derkach Deputy Head of the Project Management Department at the State Information and Communication Centre (GIOC), officer in the Armed Forces of Ukraine	Electronic services and coordination of service providers for veterans
Stanislav Ryzhenkov (callsign "Morty") Kyiv City Council Commissioner for Veterans' Rights	The veterans' policy framework in the Kyiv City Council
Alina Denysenko Communications specialist, Head of Communications at the CSO "Pryntsyp"	Legal support, services and educational programmes
Tetiana Rudenko Founder of the Free Choice NGO, psychologist, expert in communication with veterans	Psychological support and ethical communication with veterans
Yana Kohut Healthcare services development specialist	Rehabilitation for veterans' families: organisation, funding, access

Maksym Yermokhin Veteran, mentor to veterans' communities, member of the Invictus Games	Veterans' hubs and communities as a resource for reintegration
Sofia Brem Architect, accessibility expert	Physical accessibility: legislation and responsibility





3.3. From introduction to the topic to developing recommendations: the three sessions of the Assembly

The citizens' assembly was structured around a gradual transition from exploring the topic to jointly developing recommendations. Over the course of six days, participants systematically went through all the stages of the deliberative process: they learned about the issues, analysed the causes and implications, developed recommendations, and, in the final stage, refined and adopted the final version of these recommendations. Participants were divided into **7 small groups** of five to six people, each of which focused on a separate thematic area:

Table	Thematic area
1	**Rehabilitation for veterans' families, particularly for women**
2	**Coordination of service providers for veterans**
3	**Physical accessibility**
4	**Social infrastructure and support for veterans**
5	**Public awareness and promoting tolerance**
6	**Informing veterans and their families**
7	**Veterans' hubs and communities**

Session 1. Introduction to the topic (18–19 April 2026)

The first session began with an official opening, which featured addresses of support from **Vitaliy Klitschko**, Mayor of Kyiv; **Gunn-Marit Helgesen**, President of the Congress of Local and Regional Authorities of the Council of Europe (online); and **Maciej Janczak**, Head of the Council of Europe Office in Ukraine. **Kyrylo Fesyk**, Head of the Obolon District State Administration, gave a presentation on the current state of the support system for veterans at district level.

On the first day, members of the citizens' assembly engaged in "speed dialogue" sessions with field experts. Each expert took turns visiting all the tables, with 15 minutes allocated to each dialogue: 7 minutes for a presentation followed by 7 minutes for questions and answers. On the second day, following a presentation by **Maryna Khonda**, Deputy Head of the KCSA, on Kyiv's veterans' policy, the same format was used for dialogues with seven veterans.

Following the first session, participants identified key issues and prioritised them through a vote. This resulted in seven thematic areas, which served as the basis for the groups' further work.





Session 2. In-depth analysis and generation of recommendations (2–3 May 2026)

The second session focused on an in-depth analysis of the issues and the development of recommendation packages. At the start, participants revisited the outcomes of the first session and refined the identified issues in light of the responses to information requests that had been compiled following the first weekend.

The Assembly gave special emphasis to the issue of accessibility. To this end, guest experts Polad Khalilov and Volodymyr Vysotskyi conducted a special workshop.

Group 3 ("Physical Accessibility") worked with the expert to perform a practical **assessment of the accessibility** of the venue where the Assembly was held, using a **list of physical accessibility criteria**. Notably, participants assessed the availability and condition of ramps, lifts and toilets, as well as the width of passageways and lighting levels.

Meanwhile, the other six groups analysed their respective thematic areas through the lens of six dimensions of accessibility: physical, informational, digital, social and civic, educational, and economic accessibility. Each group identified specific barriers preventing veterans and their families from accessing relevant services and opportunities within their respective themes.

The next stage involved working in a World Café format. Participants moved between thematic tables, analysing and adding to the recommendations developed by other groups. The session concluded with the finalisation of priority recommendations using a structured template, which

involved defining the implementation mechanism, the target group, the responsible parties and the expected outcome.









Session 3. Dialogue with the authorities and the final vote (16–17 May 2026)

The final session opened with presentations by representatives of the Ministry of Veterans' Affairs and the KCSA, who responded to the participants' enquiries submitted after the second session. This enabled the feasibility of the recommendations to be assessed and for them to be adjusted in line with existing powers and resources.

Following a preliminary vote exercise using stickers (🟢 for "support", 🟡 for "have questions", 🔴 for "see shortcomings"), the recommendations were categorised as strong, moderate and weak. Together with the invited experts, the participants refined or consolidated the recommendations during a 90-minute breakout session at their tables.

On the second day, the participants presented the final versions of the recommendations, followed by a secret ballot. This involved citizens' assembly members filling in individual ballot papers, on which they rated each recommendation separately on a five-point scale (from 1 to 5, where 5 represented the highest level of support).

The members presented the final list of recommendations to Kyrylo Fesyk, Head of the Obolon District State Administration in Kyiv, and Maryna Khonda, Deputy Head of the Kyiv City State Administration for the Exercise of Self-Government Powers, who affirmed their commitment to consider the recommendations and provide a public response to them.





3.4. Member feedback and adjustments to the agenda

After each weekend, members of the assembly provided feedback using the Stop/Continue/Start format. This tool was used both to evaluate the process and to adapt the agenda for subsequent sessions in line with the members' needs.

The first session featured a high level of engagement and motivation among participants. Despite the busy schedule and the sheer volume of new information, at the end of the two-day session the participants were keen to continue playing an active role in the process going forward.

However, the facilitators noted that, for some participants, it was not easy at the outset to immediately understand their role and tasks within the Assembly. Some participants initially focused on resolving their own individual situations rather than on developing recommendations that would address the needs of the wider community. This was an important observation for the support team, so during subsequent sessions the facilitators placed additional emphasis on the participants' mandate and the Assembly's main tasks.

Between the first and second sessions, each group identified specific information requests regarding what information they lacked to gain a deeper understanding of the topic. The organising team prepared responses to these requests, which the participants reviewed at the start of the second session.

Following the second session, the participants drew up a list of specific questions for government officials, which needed to be answered in order to verify, clarify and further refine the proposals that had been developed. These inquiries were taken into account when drawing up the agenda for the third session and selecting government officials to be invited.

3.5. The Assembly's findings: problems, causes and a vision for change

Over the course of three sessions, participants analysed in detail the issues relating to support for veterans in the Obolon District and the city of Kyiv. Drawing on expert presentations, their own experiences and a structured deliberative process, they identified and formulated specific issues within each of the seven thematic areas.

Thematic area	Key issues identified by participants
Rehabilitation for veterans' families, particularly for women	• Insufficient rehabilitation opportunities, particularly for women (mothers, wives and daughters of war veterans). • Women providing caregiving remain invisible to the system. • A shortage of qualified rehabilitation specialists. • A lack of information and clear guidance on opportunities for veterans to reintegrate into civilian life.
Coordination of service providers for veterans	• Lack of a one-stop shop ("roadmap") for veterans and their family members. • Services are scattered across numerous providers without coordination. • Fragmented and out-of-date information for veterans. • Services are not adapted for people with hearing and visual impairments.
Physical accessibility	• Inability to leave most buildings independently (lack of ramps) • Inaccessible public transport, inconvenient stops and approaches to facilities • Lack of an audit of existing "barrier-free" spaces and a designated official at district level • Society's lack of awareness regarding accessibility needs • A lack of accountability for breaches of the State Building Regulations
Social infrastructure and support for veterans	• Insufficient numbers and qualifications of specialists supporting veterans, low pay • Lack of privacy at the Administrative Service Centres when dealing with veterans • The burden of balancing work and childcare for veterans' families • Lack of spaces for social integration and informal interaction
Public awareness and promoting tolerance	• Insufficient level of social engagement with veterans • Prejudice against veterans in the labour market • Lack of a systematic state policy to foster tolerance
Informing veterans and their families	• Veterans and their families are unaware of available services and their rights • No single accessible resource providing up-to-date information on legislative changes • Lack of healthy communication between veterans and civilians • Lack of a centralised coordinating body
Veterans' hubs and communities	• Lack of a veterans' hub in the Obolon District • Insufficient number of organised veterans' communities at local level • Demand for rehabilitation significantly exceeds supply • Lack of knowledge and skills regarding society's interaction with veterans • Difficulty in organising events for veterans due to red tape

Despite the diversity of topics, participants identified several **cross-cutting issues** that recurred in the discussions of all seven groups.

➢ Information vacuum

One of the most clearly established findings during the Assembly was the problem of insufficient information provided to veterans and their families regarding available services, rights and support options. Participants noted that, despite the existence of a significant number of programmes and services, many veterans and their families are unaware of them or do not understand how to make use of them. As participants noted: *"Although there are many initiatives, communication about them is lacking."* This problem is particularly acute for the families of soldiers killed in action or missing in action, as well as for women in veterans' families, whose needs are often poorly addressed.

➢ Insufficient coordination between service providers

The support system for veterans and their family members involves a wide range of government bodies, public services and civil society organisations, which provide various types of services and support. However, according to the Assembly participants, cooperation between them is not always sufficiently coordinated, and information about available services and how to access them is sometimes incomplete and unclear. As a result, veterans and their families often have to work out for themselves which organisation to contact regarding a specific issue and navigate between different service providers. Despite the existence at district level of a body responsible for social and veterans' policy, participants highlighted the need for a clearer coordination and referral mechanism that would ensure comprehensive information and support for veterans and their family members.

➢ Lack of qualified staff

Across all thematic areas relating to the provision of services to veterans and their families, participants highlighted a shortage of qualified practitioners, including veterans' support workers, rehabilitation specialists, counsellors and educators. Participants identified low pay as one of the key factors behind this problem, as it makes it difficult to recruit and retain qualified staff in Kyiv.

➢ Physical and digital accessibility

The issue of accessibility emerged as a distinct area of focus for the Assembly, whilst also proving to be a cross-cutting theme across most thematic groups. Participants noted that the accessibility chain, from the place of residence to the point of service delivery, is often broken: the lack of ramps at building entrances, inaccessible public transport stops and insufficiently adapted transport create additional barriers for veterans and their families. Digital services remain a particular challenge, as they are not always accessible to people with visual or hearing impairments.



➢ Veterans' families left out of the system

In virtually all thematic working groups, participants raised the issue that support programmes are predominantly geared towards the veteran, whilst the needs of their families — partners, parents and children — are often overlooked. The situation is particularly precarious for women, who bear much of the caregiving burden but remain largely invisible to the support and rehabilitation system.

➢ Public attitudes and the lack of a veterans' space in the district

Participants noted the lack of a culture of interaction between veterans and civilians. The public does not know how to communicate with veterans, and teachers lack the tools to work with children from families where parents are serving in the military or have been killed in action. It was specifically highlighted that, as of 2026, there is not a single specialised veterans' space or hub in the Obolon District, whilst the Kyiv Military Hub has only three locations across the entire city.

The analysis of the issues carried out by the Assembly's participants indicates that these challenges are systemic in nature: none of the identified problems exists in isolation; they are interlinked and reinforce one another. The recommendations developed by the Assembly are aimed at comprehensively addressing these issues at the level of the Obolon District and the city of Kyiv.





4. OUTCOMES OF THE CITIZENS' ASSEMBLY IN THE OBOLON DISTRICT OF KYIV

4.1. From initial inputs to the final recommendations package

Each of the seven groups developed recommendations in a specific area, using a structured template that included the title of the recommendation, a specific action, the target group, those responsible for implementation, and the expected changes. This approach ensured that ideas were not only articulated but also developed in a systematic and substantive manner.

During the second session, each group drew up an initial package of recommendations. This was followed by a preliminary vote using stickers, which helped identify recommendations requiring further refinement and areas for improvement.

During the third session, participants reviewed the full set of recommendations developed during the deliberative process, following a dialogue with experts and public officials. The final set of recommendations was then put to a secret ballot. Each Assembly member received a ballot paper listing all the recommendations and rated each one on a five-point scale, with **1** indicating "I do not support" and **5** indicating "I fully support".

Following the final vote, **24 recommendations received the support of over 50% of participants** and were included in the citizens' assembly's final package of recommendations.

Final voting results

The recommendations are ranked by level of support, from highest to lowest. The level of support was calculated as a percentage of the maximum possible score (5.0)

#	Recommendation	Support rate	Score
1	Compile a list of the needs of veterans and their family members at the district and city levels using a "Veteran Family Profile" format	**88.97%**	**4.45**
2	Provide training and professional development for veterans' assistants and staff of the Administrative Services Centre (ASC) and District State Administration (DSA) who provide services to veterans and their families	**77.65%**	**3.88**
3	Improve the Defenders' Electronic Cabinet, a one-stop shop for veterans and their families, on the Kyiv Digital services portal	**77.06%**	**3.85**
4	Introduce joint data sharing between entities that provide services to veterans and their families	**74.71%**	**3.74**
5	Establish a travelling mobile service office/hub for veterans and their families, as well as the families of those killed in action, missing in action and prisoners of war	**74.71%**	**3.74**
6	Support family members who have a veteran in their care	**74.12%**	**3.71**
7	Launch a 24-hour hotline at district level for veterans and their families, operated by the district's Military Hub office	**74.12%**	**3.71**
8	Involve all local self-government bodies in raising awareness of the services and benefits already available to veterans and their families	**73.53%**	**3.68**
9	Involve CSOs, charitable foundations, solicitors' practices and law firms, under social procurement arrangements, in developing the veteran community space and providing services within it	**73.53%**	**3.68**
10	Create a space for empowerment, support and interactions among veterans in the Obolon District	**72.94%**	**3.65**

11	Ensure the systematic involvement of veterans in the educational process to foster patriotic values among young people in educational institutions in the Obolon District	**72.35%**	**3.62**
12	Conduct an accessibility assessment	**71.18%**	**3.56**
13	Appoint an authorised official to oversee compliance with accessibility requirements	**70.59%**	**3.53**
14	Improve access for veterans and their families to high-quality social services (by equipping Administrative Service Centres with wayfinding systems, soundproof partitions, children's play areas and additional payments for specialists)	**70.59%**	**3.53**
15	Ensure the mandatory participation of an accessibility expert on commissions responsible for accepting newly constructed or renovated facilities	**70.00%**	**3.50**
16	Recommend that the Education Department of the Obolon District State Administration conduct training for teaching staff at the district's educational institutions on the appropriate manner of communicating with veterans	**70.00%**	**3.50**
17	Produce a series of educational and motivational promotional videos featuring local veterans, highlighting the opportunities and support available to veterans and their families, along with QR codes and printed outreach materials for distribution in public places	**70.00%**	**3.50**
18	Set up and promote support groups and social spaces for veterans, their families and civilians	**69.41%**	**3.47**
19	Display information on public transport regarding 1) common ground between civilians and veterans, 2) debunking myths about certain mental health conditions among veterans, and 3) how veterans' experiences can be applied to civilian life	**69.41%**	**3.47**
20	Create an interactive map of opportunities/activities/services for veterans and their families, featuring locations of veteran-run businesses, services and medical facilities to be integrated into the Kyiv Digital app	**68.82%**	**3.44**
21	Introduce compulsory training for teaching staff on providing first aid and initial psychological support	**65.88%**	**3.29**
22	Produce a series of social awareness videos showcasing examples of positive communication between civilians and veterans, and broadcast them on television and disseminate them through social media	**65.29%**	**3.26**
23	Introduce quarterly coordination meetings between service providers and e-services for veterans and their families (local self-government bodies, district state administrations, civil society organisations (where agreed), and municipal enterprises and institutions)	**61.18%**	**3.06**
24	Provide parents with the option of leaving their children in nurseries and primary schools until 8.00 pm in after-school care groups, and to ensure engaging leisure activities for children	**51.76%**	**2.59**

All 24 recommendations exceeded the established 50% support threshold and were included in the final package. The recommendation on collecting information about the needs of veterans and their families through a "Veteran Family Profile" received the highest level of support, at 88.97% (average score: 4.45). It was the only recommendation to receive an average score above the 4.0 threshold. Overall, 17 of the 24 recommendations received an average score of 3.5 or higher, indicating a high level of support for the majority of the proposed recommendations and a broad degree of agreement among Assembly members on the priority areas.

4.2. Recommendations of the citizens' assembly

Over the course of three sessions, the citizens' assembly members drafted, finalised and voted on 24 recommendations for the Obolon District State Administration and the Kyiv City State Administration. The recommendations are grouped below into six thematic areas.

Topic 1. Physical accessibility

Recommendation 1. To conduct an accessibility assessment (71.18%)

Specific actions	To assemble a group of volunteers comprising veterans and concerned local residents, train them in accessibility assessment methods, and carry out systematic surveys of parks, routes and public buildings in the Obolon District. Based on the assessment results, to create a map of problem areas, highlighting the barriers identified.
Beneficiaries and expected impact	Priority sites requiring adaptation for veterans with disabilities will be identified. The allocation of funds will become more targeted and well-founded.
Practical implementation	1. Identifying the number of volunteers and finding an accessibility expert to train them. 2. Conducting the training. 3. Dividing the survey areas between the groups. 4. Based on the results, highlighting problem areas on the map.
Responsible parties	The Obolon District State Administration will initiate and coordinate the project; it involves the KCSA and partners. The Accessibility Council and an accessibility expert will provide training and methodological support.
Step 1	To approve the launch of the project, find partners and an accessibility expert, and set up volunteer groups.

Recommendation 2. To appoint an authorised official to oversee compliance with accessibility requirements (70.59%)

Specific actions	To appoint an authorised representative from among veterans or people closely associated with the veteran community, who will receive training on accessibility issues and will continuously monitor compliance of public spaces and buildings with accessibility legislation, and provide guidance on rectifying any breaches.
Beneficiaries and expected impact	Veterans will know exactly who to contact regarding accessibility issues. Civil society and the relevant authorities will be signalled that monitoring is being stepped up.
Practical implementation	The Obolon District State Administration will appoint a staff member with clearly defined responsibilities regarding accessibility. It will involve veterans and their close associates in training on accessibility issues. An authorised representative will be selected from among the training participants to monitor compliance with legislation and established accessibility requirements.
Responsible parties	The Obolon District State Administration is responsible for appointing a staff member to this post and organising the training; the KCSA will provide methodological support. Accessibility experts and partner organisations will be involved.
Step 1	To appoint a staff member to this post, clearly define their functional responsibilities, and find partners to support the training.

Recommendation 3. To ensure the mandatory participation of an accessibility expert on commissions responsible for accepting newly constructed or renovated facilities (70.00%)

Specific actions	1. To review the existing legislation to identify a possible mechanism for involving an accessibility expert in admissions panels. 2. To identify potential specialists and invite them to join a pilot project.
Beneficiaries and expected impact	The quality of approved facilities and compliance with accessibility legislation will improve. The target audience comprises veterans and other people with disabilities.
Practical implementation	The accessibility expert will participate in the commission's activities, inspect the facility, provide clear recommendations and have the casting vote on compliance with accessibility requirements.
Responsible parties	The chair of the commission, in consultation with the district administration; the KCSA and the relevant department; and the chief architect of the facility.
Step 1	To approve the inclusion of an accessibility expert as a member of the acceptance commission.

Topic 2. Data and inter-agency cooperation

The four recommendations in this area are aimed at closing information gaps, improving coordination between organisations providing services to veterans, and ensuring that targeted and timely assistance is provided to every veteran's family.

Recommendation 4. To compile a list of the needs of veterans and their family members at the district and city levels using a "Veteran Family Profile" format (88.97%)

Specific actions	1. To develop a questionnaire that covers the needs of veterans and their families (parents, children, partners) in the areas of healthcare, social services, education, housing, sport and employment, in collaboration with the Department of Social and Veterans' Policy, the Kyiv Military Hub and civil society organisations. 2. To approve and pilot the questionnaire at city level. 3. The Department of Social and Veterans' Policy collects data on a voluntary basis (veterans will be free to decide whether to complete the questionnaire and give their consent to the transfer and non-disclosure of their data). 4. The Kyiv Military Hub will also contribute to gathering information on the number of veterans and their needs.
Beneficiaries and expected impact	Veterans will know how many services they are receiving and are eligible to receive. Trust in the system will increase, as will the number of requests for assistance. Targeted support will be provided to each veteran, male and female, in accordance with their actual needs.
Practical implementation	To determine the method of data collection, the needs assessment scale and the scope of coverage. Completing the questionnaire will be voluntary. Following data collection, analysis will be carried out and priority needs identified. Information about the questionnaire will be disseminated through healthcare facilities, sports organisations and the Kyiv Military Hub.
Responsible parties	Department of Social and Veterans' Policy (in compliance with data privacy regulations).

Step 1	To design a questionnaire containing a list of questions, involving in the process all those who can suggest questions for the various thematic areas.

Recommendation 5. To involve all local self-government bodies in raising awareness of the services and benefits already available to veterans and their families (73.53%)

Specific actions	1. The Department of Social and Veterans' Policy, in collaboration with the Kyiv Military Hub, will compile comprehensive information on services and benefits and publish it as a booklet. 2. Housing and utility companies, associations of co-owners of multi-apartment buildings and hubs will be involved in disseminating this information. 3. Territorial Recruitment and Social Support Centres will distribute booklets on services and benefits. 4. The materials will be distributed upon discharge from hospitals and rehabilitation centres. 5. The information will also be added to the DIIA app and the HELSI platform.
Beneficiaries and expected impact	Veterans and their families will receive clear information on where to turn and what services are available to them. The information barrier will be reduced. Trust in veterans' policy will increase.
Practical implementation	To prepare and distribute leaflets through the Territorial Recruitment and Social Support Centres, associations of co-owners of multi-apartment buildings, as well as healthcare and rehabilitation facilities. To simultaneously ensure the integration of this information into digital platforms.
Responsible parties	Territorial Recruitment and Social Support Centre; Kyiv Military Hub; Housing and Utilities Department; rehabilitation centres.
Step 1	To compile a comprehensive list of available services and benefits.

Recommendation 6. To introduce joint data sharing between entities that provide services to veterans and their families (74.71%)

Specific actions	Building on the existing municipal digital platform for electronic document management, to introduce electronic interaction and inter-agency information exchange between all entities providing services to veterans.
Beneficiaries and expected impact	Inter-agency coordination between various bodies and levels of government will be established. This will enable a comprehensive identification of issues within the system for providing services to veterans. The services that should be moved online will be identified. Duplication of documents that veterans and their family members submit to various institutions will be eliminated.
Practical implementation	A unified digital system where institutions automatically exchange data without requiring veterans to collect paper certificates. The system will retrieve the necessary information from registers and automate service delivery.
Responsible parties	Administrative Services Centres; Kyiv Military Hub; Obolon District State Administration; Department of Social and Veterans' Policy, Kyiv City State Administration; Department of Information and Communication Technologies, Kyiv City State Administration.
Step 1	1. To establish an electronic document management system. 2. To implement additional functionality. 3. To communicate the initial outcomes of the joint collaboration to the public

Recommendation 7. To introduce quarterly coordination meetings between service providers and e-services for veterans and their families (local self-government bodies, district state administrations, municipal enterprises and civil society organisations (where agreed)) **(61.18%)**

Specific actions	1. To identify the coordinating body for the meetings (the Deputy Head of the Kyiv City State Administration responsible for social and veterans' policy, and representatives of the district state administrations), the meeting dates and the list of participants. 2. To produce an analysis of the current situation, problems, challenges and obstacles. 3. To determine how to jointly rectify and improve the situation.
Beneficiaries and expected impact	Co-operation between local self-government bodies and local executive authorities on matters relating to support for veterans will be established. Veterans' policy in the Obolon District and the city of Kyiv as a whole will be improved.
Practical implementation	A regular coordination forum where city and district leadership, together with the civil society sector, can jointly analyse genuine complaints from veterans, resolve delays in service delivery and, based on shared analytical data, adjust outdated approaches.
Responsible parties	Kyiv City State Administration (KCSA) via the relevant Deputy Head; the KCSA Department of Social and Veterans' Policy; the Obolon District State Administration; Kyiv Military Hub; Administrative Services Centres.
Step 1	1. To set up a working group comprising representatives from local self-government bodies, the KCSA and civil society organisations. 2. To hold an initial meeting to identify existing problems and ways to resolve them.

Topic 3. Digital services and raising awareness of opportunities

The five recommendations in this area cover the full spectrum of digital and offline outreach, from improving online portals to a series of video tutorials featuring veterans themselves.

Recommendation 8. To improve the Defenders' Electronic Cabinet, a one-stop shop for veterans and their families, on the Kyiv Digital services portal **(77.06%)**

Specific actions	1. To further develop the specific section of the portal's web version and categorise it according to "life situations" ("I have just been discharged", "I need rehabilitation", "I need psychological support") and by status ("I am a veteran", "I am a veteran's family member": prisoners of war, MIA, KIA, those currently serving). 2. To ensure accessibility for people with hearing and visual impairments. 3. To synchronise with DIIA app. 4. To add surveys and personalised targeting. 5. To introduce push notifications for users about new services.
Beneficiaries and expected impact	Veterans and their family members will save time, resources and energy. Users will know where to find up-to-date information, regardless of their location.
Practical implementation	A veteran or a member of their family can log into the portal, select their situation or category, and receive a list of available services with direct links to specific providers online, with easy navigation.

Responsible parties	Kyiv Digital; the Municipal Enterprise "Main Information and Computing Centre"; and the KCSA Department of Information and Communication Technologies.
Step 1	To identify the services that need to be added. To integrate services from businesses and civil society organisations. To improve a specific section.

Recommendation 9. To launch a 24-hour hotline at district level for veterans and their families, operated by the district's Military Hub office (74.12%)

Specific actions	1. To set up a coordination group involving the patrol and medical services to assess the urgency and criticality of the immediate needs of veterans in the Obolon District. 2. To establish a single, round-the-clock (24/7) telephone and digital support service based at the district's Military Hub office, featuring a chatbot. Key areas: urgent crisis and psychological support; information and legal assistance; coordination and referral to specialist services, follow-up.
Beneficiaries and expected impact	Veterans, their families, and the families of those killed in action, missing in action and held captive will have easy and straightforward access to emergency support. The time taken to find the necessary services will be reduced.
Practical implementation	A prominent Hotline tab will appear on the District State Administration's website, offering the option of "live" communication or a chatbot. Procedure: The operator on duty (a Military Hub specialist) takes the call, brings in a psychologist if necessary, and logs the legal or social issue. Feedback will be provided within 48 hours.
Responsible parties	Relevant departments of the Obolon District State Administration; specialists from the district branch of the Military Hub office.
Step 1	1. To hold consultations with the responsible officials. 2. To develop technical specifications for the implementation of the hotline. 3. To run trial testing.

Recommendation 10. To produce a series of educational and motivational videos featuring war veterans, highlighting the opportunities and support available, along with QR codes and printed materials for distribution in public places (70.00%)

Specific actions	1. To create information leaflets containing all the useful information for veterans and their families, complete with QR codes, and display them in public places, healthcare facilities and Territorial Recruitment and Social Support Centres. 2. To produce a series of instructional videos entitled "I've Been There" featuring veterans from the Obolon District. The content will combine real-life stories, explanations of available services and a quick link via QR code to these services.
Beneficiaries and expected impact	This will increase awareness and engagement amongst veterans and their families regarding programmes and opportunities. Trust will be built through personal accounts. Information will be available both online and offline.
Practical implementation	A series of short videos for veterans and their families of different age groups. The videos will be screened in public places, veterans' centres and on public transport. Printed materials featuring QR codes will be distributed in healthcare facilities, public utilities service providers, associations of co-owners of multi-apartment buildings, etc.

Responsible parties	Obolon District State Administration; Kyiv City State Administration; relevant departments; veterans' spaces and organisations; communications departments and media partners; civil society and charitable organisations.
Step 1	1. To develop a content strategy. 2. To produce several pilot instructional videos featuring veterans and incorporating QR codes. 3. To design printed materials.

Recommendation 11. To create an interactive map of opportunities/activities/services for veterans and their families, featuring locations of veteran-run businesses, services and medical facilities to be integrated into the Kyiv Digital app (68.82%)

Specific actions	1. To create an interactive digital map of opportunities, activities and services for veterans, their families, and the families of those killed in action, missing in action and prisoners of war within the Obolon District and the city of Kyiv. 2. To feature it in the Kyiv Digital app and on the Obolon District State Administration website. The map will show accessible routes; healthcare facilities; veteran-run businesses; Administrative Service Centres; counselling centres; educational and vocational opportunities; locations of support specialists; free events for veterans and their families; veteran communities; medical examination board facilities; the Territorial Recruitment and Social Support Centre; and a directory of services.
Beneficiaries and expected impact	Veterans and their families will have access to a comprehensive list of available services in one place. The visibility of veteran-run businesses and initiatives will be enhanced. Navigating to the necessary assistance in real time will be made easier.
Practical implementation	Users click a button to view a map with markers and tabs. Clicking on a marker displays information with contact details: users can call or book an appointment. Voice narration will be provided for people with visual impairments.
Responsible parties	The initiative will be led by the head of the Obolon District State Administration; Kyiv Military Hub will be responsible for entering data into digital applications.
Step 1	To assemble a team of implementers at district level.

Recommendation 12. To support family members who have a veteran in their care (74.12%)

Specific actions	1. The Department of Social and Veterans' Policy will inform veterans about the services available to their families. 2. A support programme will be introduced for families of veterans who require constant care, including compensation for time off or joint activities for those most involved in providing care.
Beneficiaries and expected impact	A care support roadmap will be provided for family members: they will know where to turn and what support is available. Programmes to help caregivers recharge will be introduced.
Practical implementation	Following an assessment of the veteran's needs, the Department of Social and Veterans' Policy will draw up a list of services and facilities where these can be accessed, and provide it to family members. Based on this list, a guide on support for veterans' families will be developed.
Responsible parties	Department of Social and Veterans' Policy.

Step 1	1. To compile a list of services and the facilities where they can be accessed. 2. To produce a guide on support for veterans' families.

Topic 4. Social infrastructure, services and support for veterans

The five recommendations in this area aim to build a system of practical, people-centred support, ranging from mobile offices to extended hours in educational establishments.

Recommendation 13. To establish a travelling mobile service office/hub for veterans and their families, as well as the families of those killed in action, missing in action and prisoners of war (74.71%)

Specific actions	1. To set up a mobile service office using a specially equipped vehicle, which will travel across different neighbourhoods in the Obolon District to provide a range of services to veterans and their families, including administrative, social, legal and mental health support. 2. Together with experts, to determine the scope of services, technical capabilities, logistical resources and the budget. 3. To secure funding from international technical assistance, grant programmes and the business sector.
Beneficiaries and expected impact	Services will be made available directly "on the ground". Veterans will experience meaningful support, including in critical situations. Families will receive comprehensive support with minimal bureaucratic hurdles.
Practical implementation	A converted minibus equipped with workstations for specialist staff, a consultation area, a laptop, a printer and internet access. Procedure: the mobile hub arrives in a designated neighbourhood; people come at a specified time or book an appointment via the District State Administration's website; specialists provide services or initiate the process of processing documents.
Responsible parties	The Obolon District State Administration and competent departments. With the participation of charitable foundations, the Council of Veterans attached to the Obolon District State Administration, the Council of Families of the KIA, MIA and POW, as well as CSOs.
Step 1	1. To establish an initiative working group within the District State Administration, involving the veterans' community and the general public. 2. To hold a meeting to determine the budget and sources of funding.

Recommendation 14. To improve access for veterans and their families to high-quality social services (by equipping Administrative Service Centres with wayfinding systems, soundproof partitions, children's play areas and additional payments for specialists) (70.59%)

Specific actions	1. To introduce a supplementary payment from the city budget to all practitioners working with veterans and their families (at least 25%). 2. To introduce courses on ethical communication and training in providing services to veterans for entities offering these services. 3. To ensure the privacy of conversations at Administrative Service Centres (ASCs) through soundproof partitions. 4. To set up dedicated veteran service desks at the ASCs. 5. To introduce a people-centred approach, starting from the initial enquiry and following through to the final outcome, within the support system. 6. To outfit children's rooms at the ASC and other municipal institutions working with veterans.

Beneficiaries and expected impact	The shortage of qualified support specialists will be reduced. The privacy of conversations and psychological comfort will be ensured. Trust in public services and the quality of their delivery will increase.
Practical implementation	Changes to the city budget will be initiated regarding additional payments to specialised staff and the refurbishment of ASCs. A working group will be formed to implement the changes.
Responsible parties	Obolon District State Administration; Kyiv City State Administration.
Step 1	The head of the ASC will prepare and submit a substantiated budget request to the designated department of the District State Administration.

Recommendation 15. To provide training and professional development for veterans' assistants, staff at Administrative Services Centres and the District State Administrations who provide services to veterans and their families (77.65%)

Specific actions	1. To develop and implement training and professional development programmes, while utilising existing training programmes. 2. To conduct training courses on the content and requirements for service delivery, as well as on empathy, conflict-free communication and psychology. 3. To create an online training platform incorporating existing programmes from the National Agency for Civil Service and professional development centres. 4. To provide access to electronic legal databases. To introduce monitoring of the number of people who have completed the training.
Beneficiaries and expected impact	Officials providing services to veterans will be better educated and more qualified. Family members of veterans will receive services with less time and effort required. Residents' trust in local authorities will increase.
Practical implementation	A network of qualified "navigators" who, with the help of up-to-date databases and psychological training, will ensure that veterans and their families receive quick and hassle-free services at ASCs, the Military Hub and all district institutions.
Responsible parties	Obolon District State Administration; HR departments of institutions responsible for professional development; the Deputy Head of the Kyiv City State Administration overseeing social and veterans' policy; the Department of Social and Veterans' Policy of the Kyiv City State Administration.
Step 1	1. To establish a working group, to conduct an audit and to identify the main challenges in working with veterans. 2. To draw up the Terms of Reference. 3. To sign memoranda of understanding with civil society organisations willing to deliver training.

Recommendation 16. To introduce compulsory training for teaching staff on providing first aid and initial psychological support (65.88%)

Specific actions	1. To study the experience of specialist CSOs and other institutions, and to identify the best courses on psychological first aid and first aid (through a tender process). 2. To adapt the programmes to the needs of educational institutions and the age-specific characteristics of children. 3. To conduct pilot training sessions. The format will be in-person and practice-oriented.

Beneficiaries and expected impact	Teaching staff will acquire the skills to provide first aid and psychological first aid. Children in educational institutions will have access to qualified support in emergencies.
Practical implementation	Pilot training in a nursery school, in the format of a practice-oriented offline course. Following a successful pilot, the programme will be scaled up to other institutions.
Responsible parties	Obolon District State Administration; Kyiv City State Administration; Ministry of Education.
Step 1	To appoint a person responsible for this process within the educational institution.

Recommendation 17. To provide parents with the option of leaving their children in nurseries and primary schools until 8.00 pm in after-school care groups, and to ensure engaging leisure activities for children **(51.76%)**

Specific actions	1. To conduct polls in schools and nurseries regarding the need for extended hours. 2. If necessary, to hire additional teaching staff for a second shift or adjust the timetable of existing staff (from 12:00 to 20:00). 3. To collaborate with clubs (the Palace of Children and Youth, youth centres) to organise engaging leisure activities. 4. To provide meals for the children. 5. To consult with a child psychologist to ensure the decision is implemented without harming the children.
Beneficiaries and expected impact	Parents will be able to work a full working day. Children will have engaging leisure activities, meals and care whilst their parents are away.
Practical implementation	A survey will be conducted in a pilot nursery to gauge demand. This will be followed by the recruitment or redeployment of staff, partnerships with clubs and the organisation of catering. If the results are positive, the pilot will be extended to other establishments within walking distance.
Responsible parties	Obolon District State Administration; Kyiv City State Administration; Ministry of Education.
Step 1	1. To appoint a designated contact person at the educational establishment. 2. To design and launch a poll on the need for an extended-day group at the pilot nursery.

Topic 5. Veterans' spaces and communities

The three recommendations in this area serve as the practical and organisational foundation for the development of the veterans' community in the district, from building a support network to engaging civil society organisations (CSOs) and mutual aid groups.

Recommendation 18. To create a space for empowerment, support and interactions among veterans in the Obolon District **(72,94%)**

Specific actions	1. To identify active veterans and establish ongoing communication. 2. To encourage them to form communities based on their place of residence (district + neighbourhood).

	3. To encourage veterans' communities to use Vcentri Hub for initial meetings and to determine their base of operations. 4. To consider specific premises in libraries, housing and utility companies and other publicly owned facilities to set up permanent workplaces for those providing support to veterans.
Beneficiaries and expected impact	Veterans will have organised communities for mutual aid and support. An accessible, locally based support service will be established.
Practical implementation	About 500 square metres of space with 10 specialists, including a lawyer, a counsellor, a careers adviser from the Employment Centre, and representatives from the Administrative Services Centre, the Pension Fund, social services and the tax office (at specified times). Employers will be involved in the hub's work (training on working with veterans). Veterans will receive training on finding employment. CSOs and other organisations will hold meaningful events to support veterans.
Responsible parties	Obolon District State Administration; Department of Social and Veterans' Policy.
Step 1	To announce and publicise information about a meeting between veterans and senior officials of the District State Administration. To identify and reserve time at the Vcentri Hub for regular meetings.

Recommendation 19. To involve CSOs, charitable foundations, solicitors' practices and law firms, under social procurement arrangements, in developing the veteran community space and providing services within it **(73,53%)**

Specific actions	1. To draft a proposal for social services (outlining the standard of support for veterans). 2. To organise a competition amongst CSOs, charitable foundations and other organisations. 3. To present the competition winners to veteran communities at Vcentri Hub.
Beneficiaries and expected impact	Veterans will receive a wide range of services from various organisations under social procurement arrangements. Families awaiting a veteran's return will receive training on how to interact with them at home.
Practical implementation	Several social service providers will collaborate in delivering services to veterans at Vcentri Hub, in their own or rented premises, as well as at remote workstations.
Responsible parties	Department of Social and Veterans' Policy.
Step 1	To develop service delivery standards (legal, psychological rehabilitation, etc.). To prepare a draft council resolution on the social contract.

Recommendation 20. To set up and promote support groups and social spaces for veterans, their families and civilians **(69,41%)**

Specific actions	1. To identify venues for meetings (public spaces, Administrative Services Centres (ASCs), streets, hubs). 2. To engage experts in developing programmes and activities. 3. To draw up budgets and seek funding. 4. To create children's spaces.

	5. To obtain permits to hold events. 6. To use tried-and-tested practices.
Beneficiaries and expected impact	Veterans, their families and civilians will develop stronger ties, which will accelerate reintegration and increase society's empathy for veterans. Stereotypes about veterans in society will be dismantled.
Practical implementation	Informal get-togethers for veterans and civilians to socialise, alongside psychological support groups for veterans and their families.
Responsible parties	Vcentri Hub; Obolon District State Administration; Kyiv City State Administration; veterans' associations.
Step 1	To set up a working group and engage with veterans to find out about their preferences regarding leisure activities and the format of meetings.

Topic 6. Society's attitude towards veterans and effective communication with them

The four recommendations in this area are aimed at fostering a culture of respect and understanding of veterans' needs within society, the media, and the transport and education sectors.

Recommendation 21. To produce a series of social awareness videos showcasing examples of positive communication between civilians and veterans, and broadcast them on television and disseminate them through social media (65.29%)

Specific actions	1. To produce a series of social media videos focusing on three areas: 1) common ground between civilians and veterans, 2) debunking myths about certain mental health conditions among veterans; 3) how veterans' experiences can be applied to civilian life. 2. To broadcast these on TV and share them on social media (Facebook, Instagram, TikTok).
Beneficiaries and expected impact	Civilians will be given specific examples of how to interact with veterans. For veterans, this will showcase positive communication with civilians and convey the sentiment that they are at the centre of society's attention.
Practical implementation	The KCSA and the Obolon District State Administration will commission the videos. Scripts will be agreed with the veterans' community. The resulting videos will be submitted for publication on social media and broadcast on TV.
Responsible parties	KCSA; Obolon District State Administration, in collaboration with veterans' communities.
Step 1	To set up a working group to coordinate the activities of the relevant organisations.

Recommendation 22. To display information on public transport regarding 1) common ground between civilians and veterans, 2) debunking myths about certain mental health conditions among veterans, and 3) how veterans' experiences can be applied to civilian life (69.41%)

Specific actions	To put up information materials on the city's public transport to get across three key messages: common ground between civilians and veterans; debunking stereotypes about mental health conditions among veterans; how veterans' experiences can be utilised in civilian life.

Beneficiaries and expected impact	The public's awareness of the unity between civilians and veterans will be strengthened. Public transport will serve as a daily reminder for a wide audience.
Practical implementation	The Kyiv City State Administration (KCSA) will allocate funds and commission various formats of information materials. The KCSA's Department of Transport will instruct KyivPasTrans, a municipal transport company, to display the materials on advertising spaces on public transport.
Responsible parties	KCSA, in collaboration with veterans' organisations; the KCSA Transport Department; KyivPasTrans.
Step 1	The Obolon District State Administration will set up a working group to coordinate the activities of the relevant bodies.

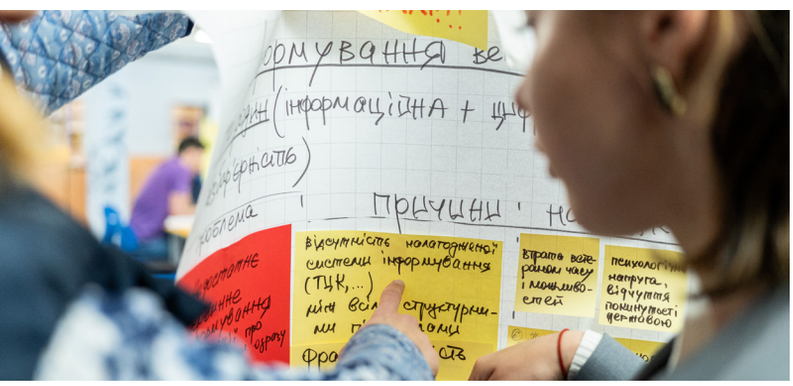
Recommendation 23. To recommend that the Education Department of the Obolon District State Administration conduct training for teaching staff at the district's educational institutions on the appropriate manner of communicating with veterans (70.00%)

Specific actions	To conduct at least one training course per year for teaching staff at educational institutions in the Obolon District on how to interact respectfully with veterans.
Beneficiaries and expected impact	Educators will receive professional guidance on how to communicate with veterans. They will be able to share this information with children and their parents through open lessons.
Practical implementation	The Obolon District State Administration's Education Department, in collaboration with Kyiv Military Hub, will organise the course, develop its curriculum, coordinate it with the veterans' community, ensure access for teaching staff and monitor their participation.
Responsible parties	The Education Department of the Obolon District State Administration, in collaboration with the veterans' community and the Kyiv Military Hub; educational institutions in the Obolon District.
Step 1	The Education Department of the Obolon District State Administration will develop the course programme.

Recommendation 24. To ensure the systematic involvement of veterans in the educational process to foster patriotic values among young people in educational institutions in the Obolon District (72,35%)

Specific actions	The Obolon District State Administration, in collaboration with the veterans' community, will develop a pilot project (covering forms, standards, reporting and analytics) for the participation of veterans in the educational process, coordinate it with the Ministry of Education, and recommend its implementation to educational institutions in the Obolon District.
Beneficiaries and expected impact	Involving veterans in the patriotic education of young people will no longer be left to individual initiative but will be governed by clear rules. Educational institutions that have not yet undertaken similar work will be provided with clear guidelines.
Practical implementation	1. The Education Department of the Obolon District State Administration and the veterans' community will develop and sign a memorandum on involving veterans in the educational process. 2. A pilot project will be developed. 3. The project will be agreed with the Ministry of Education. 4. The Education Department will implement the document in educational institutions.

Responsible parties	Obolon District State Administration; Department of Education; veterans' community; educational institutions in the Obolon District; Ministry of Education (as the regulatory body).
Step 1	To sign a memorandum between the Obolon District State Administration and the veterans' community on involving veterans in patriotic education and to develop a pilot project.





4.3. Review of the recommendations: key areas and anticipated impact

A review of the 24 recommendations put forward by participants in the citizens' assembly reveals the key priorities and shared visions of residents regarding improvements to the support system for veterans in the Obolon District.

➢ **The recommendations aimed at coordination and data collection received the highest level of support.**

Gathering information on the needs of veterans and their families at the Obolon District and city levels (in the format of a Veteran Family Profile) (88.97%) and improving the Defenders' Electronic Cabinet (77.06%) indicates that participants see as a top priority the systematic streamlining of existing structures, rather than the creation of new ones, as well as gathering information on needs and ensuring convenient access to services that already exist.

➢ **The issue of physical accessibility and staffing received consistently high levels of support.**

Recommendations regarding the training of veterans' assistants (77.65%), accessibility assessments (71.18%) and the appointment of a designated officer (70.59%) reflect an awareness that the quality of services depends first and foremost on the qualifications of staff and the accessibility of infrastructure.

➢ **Issues relating to veterans' families run through the recommendations across various thematic areas.**

Support for families with care responsibilities (74.12%); a mobile office for the families of those killed and missing in action (74.71%); and extended hours in nurseries (51.76%) are some of the recommendations that recognise that supporting a veteran is impossible without supporting their family.

➢ **Recommendations aimed at shaping public attitudes towards veterans.**

These recommendations received somewhat lower levels of support than others, although all were included in the final set. They include, in particular, a series of videos promoting positive communication (65.29%), teacher training (70.00%), and information materials on public transport (69.41%). Despite receiving relatively lower levels of support, these measures are important for fostering longer-term changes in public attitudes towards veterans and their families.

➢ **The recommendation to introduce an extended day in pre-school education settings (51.76%).**

Received the lowest level of support among all the recommendations. Nevertheless, it exceeded the set threshold and was included in the final list, reflecting the genuine need of veteran parents to be able to balance their professional lives with the care and upbringing of their children.

A distinctive feature of the recommendations from the Obolon District citizens' assembly is their practical focus: most proposals do not require significant new budgetary expenditure, but are aimed at improving the coordination, accessibility and quality of existing services. This indicates that the participants had a good understanding of the realities of local self-government and formulated their recommendations based on the available resources.

4.4. From recommendations to implementation

All the recommendations developed have been submitted to the Obolon District State Administration and the Kyiv City State Administration in the form of this Report. The local self-government bodies undertake to consider the recommendations and provide a public response regarding their implementation or the justified reasons for not implementing them.

Going forward, the local authorities are recommended to draw up an **action plan** with clear deadlines for implementing the recommendations and designated responsible departments, as well as to report regularly and publicly to the community on the progress of their implementation.

International best practice suggests at least two stages of follow-up feedback from the authorities following the conclusion of the citizens' assembly:

➢ **The first follow-up meeting should ideally take place approximately 3–4 months after the Report is handed over.** At this stage, local self-government bodies should indicate which recommendations they intend to implement, which require further consideration, and which cannot currently be implemented, providing transparent and reasoned explanations.

➢ **The second follow-up meeting should take place approximately 6–10 months after the Report is handed over.** Its purpose is to present the initial progress made in implementing the recommendations, share the results achieved, and outline the next steps.

This approach not only helps to maintain trust in the process but also transforms the Assembly's recommendations into a long-term mechanism for cooperation between the community and the local authorities.

In addition, it would be advisable to create a public tool for monitoring progress — e.g. on the website of the Obolon District State Administration — where residents can track the status of the implementation of the recommendations over time. This kind of tool enhances the accountability of public authorities and showcases that public participation leads to tangible results.

5. CONCLUSION

5.1. The Obolon District citizens' assembly in figures

To evaluate the process, the Council of Europe project conducted an anonymous survey amongst members in the citizens' assembly in the Obolon District of Kyiv. The survey was conducted before the Assembly began and after all its sessions had concluded.

For the majority of participants, the citizens' assembly was their first experience of this instrument of deliberative democracy. Before the process began, **only 14.7% of those surveyed had previously heard of the citizens' assembly format**, whilst **85.3% were unfamiliar with it**. Following the Assembly, the overwhelming majority of participants viewed their decision to take part in the process positively:

- **96.8%** of respondents considered their decision to take part to be the right one;
- **93.5%** would take part in another citizens' assembly in the Obolon District or in Kyiv should the opportunity arise in the future;
- **100%** would recommend taking part in the citizens' assembly to their friends or acquaintances.

For **67.7% of those surveyed, the Assembly went better than they had expected**, whilst for a further **25.8%, it went as expected**. Thus, for over 93% of respondents, the experience of taking part was no worse than expected.

At the start of the process, participation was driven primarily by:

- Desire to contribute to the district's development (**67.6%**);
- Motivation to influence decision-making in the district (**58.8%**);
- Interest in the new format of public participation (**52.9%**);
- Desire to share personal experiences and views (**41.2%**);
- Importance of the Assembly's topic (**38.2%**).

Only **5.9% of respondents** cited a honorarium as one of their motivations for participating. This confirms that participation in the citizens' assembly was driven primarily by civic engagement, an interest in the development of the district, and a desire to contribute to decisions that matter to its residents.

An important aspect of the citizens' assembly's work was gaining a deeper understanding of the needs of veterans and their families. Upon completion of the process, **90.3% of respondents stated that their knowledge of the lives and needs of veterans in the Obolon District had increased**, specifically:

- **51,6%** reported that their knowledge had increased significantly;
- **38,7%** said that it had increased to some extent.

This result is particularly telling given that, even before the Assembly began, 73.5% of those surveyed rated their understanding of the needs of veterans and their families as very good or mostly good. Thus, the participation of experts and veterans, as well as the informed discussions, enabled even those participants who already had some personal or professional experience in this field to expand their knowledge.

Among **the most valuable features of the citizens' assembly**, participants most frequently cited:

- Commitment by local authorities to consider the recommendations developed (**74.2%**);
- Collaborative approach to developing recommendations (**51.6%**);

- Involvement of ordinary residents in decision-making (**45.2%**);
- Involvement of independent experts, veterans and other stakeholders (**45.2%**);
- Representation of various social groups (**41.9%**);
- Role of the Supervisory Committee in ensuring the transparency and fairness of the process (**38.7%**).

The quality of the discussion itself also received high praise. **87.1%** of respondents rated the **participants' willingness to listen to one another positively, 83.9%** appreciated the **equal opportunities to take part in the discussions**, and **87.1%** commended the **neutrality of the facilitators**. However, the amount of time available to cover all aspects of the topic received a somewhat more reserved assessment: 64.5% of respondents gave this aspect a score of 4 or 5 out of 5. This may indicate the complexity and breadth of the topic, which required a significant amount of time for thorough examination.

The final list of recommendations also received a high level of support, with **87.1% of respondents rating its content as 4 or 5 out of 5**. This testifies to the high level of support for the Assembly's outcomes and the ability of participants, despite differences in views and life experiences, to jointly develop proposals acceptable to the majority.

At the same time, the key criterion for the success of the citizens' assembly in the eyes of its participants is the future fate of the recommendations. Before the process began, **44.1% of respondents expressed concern** that the proposals developed would not be translated into practical solutions and actions. Following the conclusion of the Assembly, this figure **rose to 58.1%**. This trend may indicate that participants feel a greater sense of responsibility for the outcomes of the six days of collaborative work and are keen to see the Assembly have a real impact.





5.2. Feedback from members

Feedback from those directly involved is a key component of evaluating the process. The quotes below convey the personal impressions of Assembly members and provide a better understanding of how they perceived its organisation, format and the experience gained.

"Before the citizens' assembly, I had no knowledge whatsoever of the support available to veterans in Ukraine, nor of the problems they face. Now that the process has concluded, these gaps in my knowledge have been filled. I greatly appreciated the quality of the discussions and the participants' engagement with the work. I'd like to highlight the level of organisation of the Assembly, including the programme stages and the involvement of experts and guests."

"I came away in high spirits and feeling optimistic thanks to the new connections I made, the collaborative work, the discussions with experts from various fields, and the chance to make a practical impact on improving the community's pressing issues."

"I'm delighted to be part of this important collective endeavour. Thank you for the excellent organisation, the well-thought-out tasks and the coordination of participants' activities. Everyone involved in the organisational process has done a brilliant job."

"It was a positive experience. The main thing is that the Assembly's decisions are put into practice, at least in part. Many thanks to the organisers!"

"I hadn't expected to come across so much useful and meaningful information. I'm grateful for the chance to meet all these interesting people."

"It's wonderful that community members are being involved to ensure a broader consideration of this important issue. The participation of experts in this process is also crucial. Overall, I've had a positive experience, and I hope our voices will be heard."

"I was so struck by the problems faced by veterans and their families that I personally decided to become a volunteer mentor to support a veteran."

"Well-organised, clear agenda, a sense that you are taking part in very important work, highly professional facilitators and their assistance in addressing the issues."

"As a volunteer with the Armed Forces of Ukraine, I found it really interesting and informative to talk to like-minded change-makers. Thank you for this opportunity!"

"A very interesting format; everything was organised down to the smallest detail. There were many participants of different ages, professions and backgrounds. The only thing that wasn't explained clearly enough was the issue of implementing decisions, reporting and further involvement in achieving the outcomes of our decisions. After all, many of these issues have already been raised by veterans and civil society organisations. So the question remains: why will they listen to us in particular?"

"I was impressed by the large number of young participants who actively took part in discussing the issues facing our veterans."

5.3. Conclusions and lessons learnt from the citizens' assembly

The citizens' assembly in the Obolon District has affirmed that deliberative democracy is an effective tool for engaging a broad range of residents in addressing complex social issues, even in times of war. The experience of this Assembly offers several important lessons for organising future deliberative processes of a similar nature.

- ➔ **The topic of support for veterans requires particular methodological sensitivity.** Direct dialogue with veterans had a strong emotional impact on the participants. Some of them had their own experiences related to the war and its consequences and sought to raise specific personal issues. This required the facilitators not only to abide by the guidelines, but also to remain mindful of the group's emotional dynamics, by creating a safe space for sharing personal experiences whilst helping to steer the discussion back towards shared issues and the search for solutions.
- ➔ **Information requests between sessions proved to be a key tool for advancing the process.** When participants independently identified what information they were lacking, they arrived at the next session better prepared and more motivated to work. This approach facilitated a more in-depth discussion of the issues and improved the quality of the recommendations developed.
- ➔ **The voluntary choice of focus areas strengthened engagement.** The option to choose a thematic area independently after the first session, rather than being assigned to a group, strengthened the participants' personal responsibility for the quality of their joint efforts and their motivation to work on improving them.
- ➔ **Detailed recommendations are key to their quality.** A structured template (what we are doing, who we are doing it for, who is responsible, and what exactly needs to change) ensured that discussions went beyond general wishes and encouraged participants to make their proposals more specific. This resulted in practical and realistic recommendations, designed with a view to their future implementation.
- ➔ **Dialogue with government officials and experts made the recommendations more realistic.** During the third session, participants were given the opportunity to present and check their proposals with officials from the KCSA and experts in the relevant fields. This dialogue helped to refine the recommendations by factoring in existing powers, resources and the practical context, whilst maintaining their ambition and focus on real change.

5.4. Next steps and monitoring the implementation of the recommendations

Following the conclusion of the citizens' assembly, the final package of 24 recommendations was submitted to the Obolon District State Administration and the Kyiv City State Administration. The recommendations reflect the outcomes of a deliberative process whereby residents of the Obolon District collaborated to analyse issues relating to support for veterans, discussed possible solutions and adopted recommendations for the local authorities through the final voting process.

The recommendations cover issues falling within the remit of different levels of government and require joint responsibility on the part of the Obolon District State Administration and the Kyiv City State Administration. The effective implementation of most of these recommendations can only be achieved through coordination between the district and city levels: the division of powers, the harmonisation of budgetary decisions and the establishment of inter-agency cooperation.

Next steps recommended for the local self-government bodies

- The Obolon District State Administration and the KCSA should provide a public response to each recommendation, specifying which ones can be implemented, which require further consideration, and which cannot currently be implemented, with appropriate justification.
- The bodies should draw up and approve an action plan to implement the recommendations, which includes specific deadlines, designated responsible parties at the level of the Obolon District State Administration and the KCSA, as well as a mechanism for inter-agency coordination.
- The results of the review of the recommendations should be presented publicly at a meeting held approximately **3–4 months** after the report is handed over. A further meeting, held approximately **6–10 months** after the handover, should provide an update on progress in implementing the recommendations.
- Ensuring open communication with the community regarding the status of the recommendations' implementation, including through the local self-government body's official information channels, such as a dedicated citizens' assembly section on the official website of the Obolon District State Administration.

The citizens' assembly in the Obolon District showcased the practical value of a deliberative approach to addressing complex and socially significant issues. Through a combination of learning, facilitated small-group deliberation, consultations with experts and stakeholders, and collaborative problem-solving, participants were able to analyse the needs of veterans and their families in greater depth and formulate specific recommendations for the authorities. The diversity of the participants' experiences and perspectives contributed to a comprehensive understanding of the topic and ensured that various aspects of support for the veteran community were addressed.

Another important outcome of the assembly was the sustained interest shown by a significant number of participants in the future implementation of the recommendations developed. They expressed their willingness to continue contributing to discussions on next steps, to support relevant initiatives and to participate in monitoring the implementation of the recommendations. This indicates that participation in the assembly fostered a better understanding of local decision-making processes and laid the groundwork for further dialogue between residents and the authorities.

Furthermore, the conclusion of the Assembly does not mark the end of the process, but rather signals a transition to the next stage: the consideration and implementation of the recommendations developed. Responsibility for their proper consideration, the adoption of relevant decisions, and informing participants and the public about the outcomes of this consideration rests with the competent authorities. Regular and clear feedback, explanations as to why recommendations have or have not been followed, and transparency regarding the next steps will be crucial to maintaining trust in the process and ensuring the tangible results of the citizens' assembly.





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