



Final Learning Exercise

Report on the Implementation of the Open Government Partnership Action Plan in Khmelnytskyi City Territorial Community (2021–2025)

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December 2025

Section 1. Local Context

The implementation of the Action Plan in the Khmelnytskyi City Territorial Community occurred within a complex socio-economic and security context. The main factors influencing implementation were the long-term effects of the COVID-19 pandemic and the full-scale military aggression of the Russian Federation against Ukraine, ongoing since 2022.

The COVID-19 pandemic had a negative impact on the local economy and municipal budget capacity, requiring a re-prioritization of resources toward the provision of essential public services, healthcare, and social protection.

Following the outbreak of the full-scale war, the implementation environment became significantly more challenging. Military hostilities resulted in labor market instability, increased pressure on critical infrastructure, and the reallocation of financial resources toward security and humanitarian assistance. A major challenge was the sharp increase in the number of internally displaced persons, which placed additional strain on social services, healthcare, education, and municipal infrastructure.

Despite reduced financial capacity and external shocks, the city maintained a political commitment to open government principles. Transparency, accountability, and participation mechanisms were applied as practical tools to support informed decision-making, ensure fair resource allocation, and respond to the needs of vulnerable groups. While certain commitments experienced delays due to crisis-related constraints, these same conditions also stimulated greater reliance on digital tools, open data, and strengthened cooperation with civil society.

Section 2. Action Plan Co-creation Process

2.1 Co-creation process review



The development of the Khmelnytskyi Action Plan within the framework of the Open Government Partnership was carried out through an open and inclusive co-creation process. To coordinate the preparation of the Action Plan, a multi-stakeholder Working Group was established, comprising representatives of the City Council, relevant municipal departments, and civil society organizations (CSOs).

The Working Group identified a roadmap for the implementation of actions and commitments to be delivered in the coming years. Discussions on proposed initiatives were held through working meetings, consultations, and thematic dialogues, complemented by online tools for collecting proposals and feedback from residents.

A key strength of the co-creation process was the broad and diverse participation of stakeholders. Inputs were provided by civic activists, students, and researchers from local universities, subject-matter experts, and structural units of the City Council. This diversity supported the identification of priority community needs.

At the same time, the co-creation process faced significant challenges. Limited financial and human resources, combined with the impacts of the COVID-19 pandemic and the subsequent full-scale war, affected the intensity and depth of collaboration among stakeholders. Despite these constraints, the municipality made every effort to ensure a meaningful and continuous level of dialogue with key stakeholders throughout the Action Plan development process by increasing reliance on online tools, simplifying procedures for submitting proposals, and applying flexible decision-making approaches. As a result, the co-creation process laid a solid foundation for a feasible Action Plan.

2.2 Co-creation process recommendations

1. Ensure broader public awareness of the Action Plan development process by using social networks, local media, and online platforms to engage diverse population groups, including people with reduced mobility, internally displaced persons (IDPs), veterans, and youth.
2. Publish all relevant materials in a dedicated web section, including submitted proposals, draft versions, and final decisions, in order to increase transparency, build trust, and facilitate monitoring by stakeholders.
3. Conduct trainings, seminars, focus groups, hackathons, and collaborative sessions involving City Council staff and representatives of civil society organizations, universities, the business sector, IDPs, veterans, and other population groups on effective co-creation practices, discussion facilitation, and community needs assessment.
4. Establish a permanent advisory body on the implementation of the Open Government Partnership initiative to ensure regular coordination, joint decision-making, and effective monitoring.
5. Expand partnerships with international organizations and institutions to attract technical assistance, expert knowledge, and best practices for the preparation and implementation of future action plans.

Section 3. Action Plan Commitments

3.1 Commitments implementation review



The implementation of the Action Plan commitments took place in a context shaped by significant external and internal challenges, including the need to adapt open government mechanisms to changing modes of interaction and to ensure stability, safety, and continuity of governance processes. These conditions required flexible implementation approaches and adjustments to participation tools in response to pandemic-related restrictions and the context of the full-scale war launched by the Russian Federation against Ukraine.

The community's response to these challenges was reflected in clearly defined development priorities, particularly related to safety, accessibility, and quality of public services, as set out in the Development Strategy of the Khmelnytskyi City Territorial Community. This strategic framework provided guidance for the implementation of Action Plan commitments and ensured their alignment with the community's long-term vision.

The commitments were appropriately designed, taking into account both the results of prior analysis and the residents' actual needs. The implementation review indicates that the planned measures were practical, achievable, and relevant. Their implementation contributed to the development of digital services, expanded access to open information, improved mechanisms for citizen participation, and established more systematic approaches to transparent resource management.

Several important achievements were realized during implementation, including the improvement of electronic interaction tools, the expansion of municipal digital platforms, increased availability of open data, and stronger engagement of residents in decision-making processes. Enhanced public participation and the development of inclusive engagement formats played a key role in strengthening trust between local authorities and the community.

Overall, the Action Plan achieved its intended outcomes by contributing to higher levels of transparency, openness, and accountability in municipal governance and by supporting the implementation of the community's strategic vision.

3.2 Commitments recommendations

1. Continue and expand commitments in digitalization, focusing on further developing digital services, expanding access to open data, and improving electronic tools for community engagement in response to growing public needs.
2. Maintain and strengthen environmental commitments in the next Action Plan, particularly in waste management, climate neutrality, and the implementation of green policies, by increasing their scope and long-term impact.
3. Ensure follow-up and continued support for implemented commitments, including regular updates to digital solutions, maintenance of their functionality, improvements to participation and accountability mechanisms, and the development of new features that build on existing tools.
4. Design future commitments to be more ambitious and impactful, aligned with the local context, with broader citizen engagement, and by introducing innovative approaches, including scaling up or deepening already initiated initiatives.
5. Institutionalize co-creation and implementation processes, including the establishment of a permanent advisory body for the Open Government Partnership initiative, the development of



sustainable partnerships with civil society and business, and the systematic use of participatory tools.
