



Ukraine - the Netherlands Urban Network

YEAR REPORT 2024

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1. Foreword

The year 2024 became a turning point in the history of UNUN. It was the year when we made a step from a volunteer initiative to an official NGO.

We sincerely thank all the organizations that have supported us on this journey from day one (in chronological order): Platform Wederopbouw Rotterdam, Independent School for the City, AIR Rotterdam, KuiperCompagnons, Het College van Rijksbouwmeester en Rijksadviseurs (CRa), Nieuwe Instituut, Planbureau voor Leefomgeving (PBL), RMIT University, TU Delft, Orange Architects, PosadMaxwan, Urban Reform, De Academie van Bouwkunst Amsterdam, VNG International, International Architecture Biennale Rotterdam (IABR), Floris Alkemade, Embassy of the Kingdom of the Netherlands, Institute for Housing and Urban Development Studies (IHS) of Erasmus University Rotterdam, Ministry of Education, Culture and Science (Ministerie van Onderwijs, Cultuur en Wetenschap), Diederendirrix, Reynaers Aluminium, Dutch Design Week (DDW), Ukrainian House Rotterdam. By standing on the shoulders of giants, we have managed to kick-start this initiative, sustain it and develop into an NGO.

This year we not only continued strengthening professional connections between Dutch and Ukrainian spatial design community, sharing and developing new knowledge together with partners, but it also took some time and effort to become a more independent organization.

From 2022 to 2024, all UNUN members and volunteers contributed their time and efforts on a voluntary basis, without remuneration or with the support from their primary workplaces. 2024 was a prosperous year, marked by growing activities and an expanding network. We extend our sincere thanks to the Dutch and Ukrainian governments for their support, as well as to all the organizations and individuals who helped organize the many events we co-hosted. A special thanks goes to all the people and volunteers in and around UNUN who put their energy and ambition into the prosperous rebuilding of Ukraine.

2. About the Organization

2.a Mission & Vision

Beginning in 2022, we embarked on the journey to establish UNUN, fueled by the passion of countless volunteers and partner organizations. With a commitment to operate ambitiously, we crafted a clear mission, vision, and strategy that define who we are and guide us toward an impactful future.

PEOPLE (who)

UNUN, Ukraine-Netherlands Urban Network is the platform of Ukrainian and Dutch based spatial professionals working on the sustainable reconstruction of Ukraine.

MISSION (why)

UNUN believes in a sustainable, inclusive and resilient Ukraine as a driving force for transition within the EU

VISION (what)

The aim of UNUN is to facilitate a bilateral exchange of knowledge and foster long-term connections between Ukrainian cities, Ukraine and international urban professionals.

STRATEGY (how)

UNUN grows and maintains a strong professional network, builds capacity through events and educational programs, and inspires innovation through a think tank.

2.b Core Values

1. Ukrainian reconstruction projects should all consider sustainability, inclusivity and resilience to Build Back Better.
2. International experts and organizations involved in Ukrainian recovery should work with Ukrainian colleagues on equal terms to avoid 21st century colonialism.
3. The recovery projects should focus not only on immediate results but also strategic planning and building knowledge and capacity in Ukraine.

2.c History & Background

After the start of the full-scale Russian invasion in Ukraine, many architects and urban professionals were seeking a way to help professionally. This is why the first networking events and panel discussions in the spring-summer of 2022 gathered every time up to 100 participants. It became a platform for professional Ukrainian community in the Netherlands as well as Dutch individuals and organizations to express their support to Ukraine or find the way they could actively contribute.

We began with networking and supporting displaced Ukrainian colleagues in the Netherlands. Over time, we expanded to include knowledge sharing and capacity-building initiatives. In the past year, we took a further step into knowledge production through our Think Tank activities.

For nearly two years, we operated as an initiative supported by major Dutch institutions. On June 6 2024, we officially became an NGO, Stichting (Foundation) Ukraine – The Netherlands Urban Network. And received our first subsidy by OCW guided by IABR and first donation from Reynaers Aluminium.

3. UNUN Impact

3.a Key points (impact statistics)

In 2022 UNUN has managed to maintain the growth of its activities and impact while maintaining a relatively small team. This was possible due to partnerships with other big organizations.

The team has worked on 3 major vectors: Networking, Capacity Building and Think Tank. In total, there have been more than 500 people involved in UNUN activities mainly from the Netherlands and Ukraine, but also Belgium, Germany, the US, Kenia, Serbia, Bangladesh.

Networking

- Organized 7 studio visits with total 114 participants;
- 1 networking event for 54 people;
- 4 presentations at the ENHR Conference at TU Delft;
- 1 workshop at Ukraine Urban Forum, 50 people;
- 1 Panel discussion at Dutch Design Week, 30 people;
- Participated in 5 conferences organized by other organizations;
- Facilitated 4 Dutch organizations in finding partners in Ukraine.

Capacity Building

- Organised 3 DUO lectures for 83 participants;
- 9 webinars for Ukrainian Municipalities together with VNG international;

- Facilitate the Cultural Heritage Agency of the Netherlands and IHS Erasmus University on the course draft and participants recruiting;
- Facilitate BUAs in 1 week workshop drafting and mentoring students, facilitate connection with Ukrainian municipality;
- Facilitate TU Delft Architecture/Technology course;
- Delivered 400 kg books to architecture libraries in 3 Ukrainian Universities.

Think Tank

- Co-organised 4 Panorama Ukraine workshops with total 175 participants and experts;
- A power-horse of the collective Panorama Ukraine project (management, methodology, operations, content)
- Facilitated Rebuild Green Hackathon

Besides that, UNUN went through an intensive institutionalization process.

In the next year UNUN board will continue working on the same 3 directions: Networking, Capacity building and Think Tank.

3.b Success stories (case studies, testimonials)

Panorama Ukraine

CO-HATY (Anastasiya Ponamoryova)

During the Panorama workshop, we not only suggested a multidisciplinary project for the community but also utilized the methodology we have been implementing in our projects that accommodate internally displaced persons (IDPs) in Ukraine. We were able to take a broader perspective, or 'helicopter view,' on the ongoing project in Ukraine to develop a general strategy for building refurbishment, which is a core design instrument in the project.

Led by the workshop tutor, Thijs van Spaandonk, we collaboratively established a methodology for refurbishment over the course of 10 years. This approach describes refurbishment in terms of both building improvements and community development, connecting these aspects to the project's overall objectives through methodologies commonly known as 'theory of change.'

This framework clarified how our approach is comprehensive and integrates various solutions to provide significant impacts on community development and transformation. The workshop proved to be an effective tool for reflecting on our work, enabling us to crystallize ideas that have already been developed, but in a manner that is understandable to the wider community. That unable, the project to be served as a crucial instrument in addressing significant challenges locally and also globally.

As a follow-up to the workshop, the board members of CO-Haty advanced the methodology that started its definition during the workshop. As a result, we have a part of our strategy that CO-Haty has been actively using.

VNG International

The Panorama event, organized by UNUN and attended by Kherson representatives, offered significant benefits. During the Healthy, Future-Proof Neighbourhoods Hackathon, participants such as Antonina Andrienko and Denys Pogrebnyi had the opportunity to collaborate with Dutch and Ukrainian professionals. They focused on developing strategic plans for Kherson, such as relocating sea and river ports, redesigning public transportation routes, and enhancing recreational spaces. This hands-on experience, facilitated by UNUN and VNG International,

provided strategic insights and fostered connections that continue to support Kherson's long-term recovery planning.

GA Architects (Vlodco Zotov)

First of all, it was important for me that Panorama invited representatives of city administrations to participate, and all the visioning was in a practical way.

During the first Panorama, my team and I were able to talk to the chief architect of Mykolaiv and hear his criticism of the design decisions. This was especially true of the declining demographics of the region and its frontline location.

During the recent Panorama, we worked in close contact with a representative of the Klesiv administration. As a result, we were able to address a seemingly small problem that is actually fundamental - ensuring a healthy environment by reducing air emissions from active and inactive waste heap.

Natalia (participant)

The Panorama Ukraine series of workshops is a truly unique initiative, offering an invaluable platform for both Ukrainian and Dutch architects and urban planners to collaborate, exchange ideas, and share knowledge. This program not only prepares participants for the monumental task of rebuilding Ukraine following the destruction of war, but also creates opportunities for mutual learning between professionals from two countries with distinct architectural and planning traditions.

One of the standout features of Panorama Ukraine is its ability to bridge the geographical gap between Ukraine and the Netherlands. While the workshops take place in the Netherlands, the program is accessible to Ukrainians still residing in Ukraine, thanks to online sessions. This inclusivity ensures that the broader Ukrainian community—especially architects and urban planners—can participate in the reconstruction dialogue, even from afar. These online sessions also open doors to local community leaders, inspiring them with new ideas, innovative technologies, and best practices from the Netherlands.

For Ukrainian professionals living in the Netherlands, Panorama Ukraine offers a rare opportunity to contribute directly to the rebuilding of their home country, showcasing their expertise and strengthening their professional networks in the Netherlands. By engaging in these workshops, they not only gain exposure but also increase their chances of finding work within the Dutch and international job markets.

Additionally, the workshops provide essential insights into Dutch standards for presenting projects, which is invaluable for Ukrainian professionals applying for grants or international funding. Participants learn how to tailor their project proposals to meet Dutch expectations and standards, an important skill when competing for financial support for post-war reconstruction initiatives.

In conclusion, Panorama Ukraine is a remarkable initiative that serves both immediate and long-term needs in the context of Ukraine's recovery and the professional development of its architects and urban planners. By fostering collaboration, knowledge-sharing, and cross-border networking, it contributes not only to Ukraine's rebuilding efforts but also to the growth of a global community of professionals dedicated to sustainable development and innovation.

ArchLibrary for Ukraine



Kharkiv School of Architecture:

Hello, Oleksandra!

My name is Sofia, I am a librarian at the Kharkiv School of Architecture.

I want to thank you for organizing the book collection and donating to our library! The books we received on Monday were a very good addition to our collection. The entire collection is incredibly valuable and diverse, and there are books we have long dreamed of, such as books from Valiz or a handbook on urban planning "Urban Grids". And it was also very unexpected and pleasant to find merch from MVRDV ☐

I am already preparing new books for publication and I am glad that they will strengthen the theoretical basis of the projects of KhSA students and students. We will definitely make a post on Instagram and Facebook with thanks to UNUN. Thank you once again for your desire to support our library and all the efforts made for this. I will do everything so that new books live their best lives on our shelves ☐

I can't help but share another reaction to the new books

Today, our student, who researches and teaches urban studies, saw the update and screamed for a long time with happiness, almost bursting into tears. She says that the books cover all the questions she has been interested in for the past six months, as if you read her mind))) We are very lucky, thank you again!

KNUBA:

Today we received them, brought them to the dean's office. We invited the rector, took pictures. The grand opening of the boxes and the transfer to the library will be next week. Thank you very much!! I will write more when. I was thinking about how to connect you online. And please write how to write about this action, the initiator, the participants - for news on the website. The rector immediately appreciated the novelty and meaningful value of the books. From all of us, a huge thank you!!

We heard, they were so inspired by the books that they are planning to renovate the library and are preparing for a tender within the university, so it was a big boost for them.

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VNG International webinars

The webinars conducted by UNUN during Phase I of the project "Support to recovery, rehabilitation, and reconstruction of local governments and communities in Ukraine" proved to be an invaluable resource for local government officials. From November 2 to February 28, UNUN experts held 9 practical sessions aimed at professionals engaged in reconstruction, strategic spatial planning, and infrastructure revitalization. These sessions helped officials from war-affected communities acquire practical knowledge and guidance, directly impacting their efforts in rebuilding and revitalizing their local areas.

3.c Networking

We brought people together through a varied range of events, from symposiums and forums to conferences, seminars, workshops, and studio visits. Our events are aimed to engage and inform professionals, students, and members of the general public. We also provide vibrant networking opportunities and promote connections within the urban and architecture community, encouraging collaboration and the sharing of knowledge. Every year, during Rotterdam Architecture Month, we organize a large networking event. In addition to meetings, we created a digital arena on LinkedIn to share ideas and increase synergy.

Studio visits



Studio visits, initially organized by UNUN at the initiative of Tijn van de Wijdeven and with the support of the Nieuwe Instituut, have become a significant part of the networking program.



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Through office visits, special tours, and small workshops in Dutch architectural studios, participants can learn more about design approaches and working methods, and establish connections with colleagues. These studio visits also provide displaced Ukrainian professionals with a chance to find employment and join international architectural teams.

7 Companies were visited in 2024: West8, Kokon, Inbo, Diedendirix, WDJArchitecten, PosadMaxwan, HofmanDujardin; with 114 participants in total

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Networking Event



The networking event has always been one of the most anticipated gatherings in our community, and this year was no exception. It provided a fantastic opportunity for displaced Ukrainian professionals and students to connect and feel a sense of belonging after their journeys from various parts of the Netherlands.

We were thrilled to welcome a new generation of participants, including enthusiastic urban and architecture students eager to explore their career paths and forge valuable connections. This event was not only about individual networking; it was a moment to highlight our partnerships with other organizations like VNG International, aHOUSEforHome, Rebuild Green Hackathon, allowing them to showcase their work and initiatives. Attendees had the chance to present their projects, seek collaborations, and ask for support. For instance, one master's student was actively searching for a relevant office to supervise her graduation project – a perfect example of the collaborative spirit we foster!

The community was also encouraged to provide feedback on our initiatives, which created a collaborative atmosphere. The event kicked off with a moderated ice-breaking activity, setting a tone of warmth and openness that allowed for informal discussions. It felt reminiscent of an alumni gathering, filled with camaraderie and enthusiasm. Overall, it was a delightful evening, brimming with connection, inspiration, and a shared sense of purpose. We look forward to more moments like this that strengthen our community ties!

Facilitating events of other institutions



Last year, we facilitated and contributed to the programs of several larger institutions and events.

For example, we organized two workshop discussions on the topic of Ukrainian housing within the ENHR conference at TU Delft. Additionally, we secured financial support for two Ukrainian researchers to participate in this conference.

At the Ukraine Urban Forum, we organized a workshop for 50 participants, where we gathered Ukrainian NGOs working in urban research for the first time. These included CEDOS, Restart, Ro3kvit, New Housing Policy, and Urban Reform. This event allowed them to come together to discuss their methodologies and the challenges they face.

During the Dutch Design Week, we organized a panel discussion titled "Panorama Ukraine: Recovery by Design" for 30 attendees. This event was requested by the Ukrainian Embassy in the Netherlands and featured speakers sharing their experiences from Ukrainian, Dutch, Middle Eastern, Balkan, and Georgian perspectives.

Fostering Collaborations

We often receive requests for help finding relevant partners in the Netherlands or Ukraine.

For example, we assisted OpenDoorUkraine.NL in connecting with Rawblox and Alexander Kucheravy to improve their project. Together, they secured funding from RVO.

A single connection can spark ideas, boost momentum, and elevate projects to new heights. We're thrilled to see how a small nudge from our side led to a wonderful partnership—and even better outcomes.

This year, we have successfully helped four organizations find partners.

3.d Capacity Building

UNUN is committed to advancing education in spatial planning through dynamic programs developed in partnership with universities and institutions. We offer a range of courses, workshops, and learning opportunities to enhance skills and knowledge in the field. Our digital library supports these efforts by providing essential resources for our members and the broader community of spatial professionals. An online course was developed in collaboration with TU Delft (Tools for post-conflict urban recovery, freely available online) to address spatial options for integrated urban recovery in post-conflict settings. [Course link.](#)

Working on capacity building for Ukrainian municipalities, we developed a series of online urban development lectures for Ukrainian communities along with a series of webinars in collaboration with VNG International. Workshops on educational subjects have previously been held in collaboration with Breda University, as well as participation in the TU Delft Extreme course. All recordings are available on our [YouTube page.](#)

Duo Lectures



The Duo Lecture project aims to foster meaningful professional dialogue between experts from both the Netherlands and Ukraine. By bringing together professionals in a collaborative learning environment, the initiative encourages the exchange of knowledge, ideas, and best practices. The importance of this project lies in its goal to establish professional dialogues on equal terms, allowing participants to share their insights and expertise while respecting each other's perspectives. This equitable approach not only enhances understanding between cultures but also enriches the professional development of the individuals involved.

In 2024, we organized 3 Lectures with 70 participants in total.

1. DUO Lecture Schools of Tomorrow with David Gianotten & Michael den Otter & Slava Balbek
2. DUO Lecture Bridging Perspectives: Amsterdam and Lviv Neighbourhoods with Grisha Zotov & Kees van Ruyven
3. DUO Lecture Energy Resilience: Solutions for Ukraine with Sebastian Veldhuizen & Nataliya Lushnikova & Maksym Semenyuk

ArchLibrary for Ukraine



This initiative aims to provide a vital resource to Ukrainian universities by donating a collection of architecture books. The objective is to support students and educators in enhancing their knowledge and skills in the field of architecture. Meanwhile, Ukrainian universities struggle with resources and lack access to the international academic online libraries, they need to prepare the future generation for Building Ukraine Back Better. By contributing these valuable texts, we hope to foster academic growth, inspire creativity, and assist in the development of future architects in Ukraine. This project not only addresses the current educational needs but also promotes a collaborative spirit of international support and solidarity within the architectural community. In 2024, we delivered 400 kg of books to Kyiv National University of Construction and Architecture (KNUBA), Kharkiv School of Architecture and National Scientific Architecture and Construction Library named after V.G. Zabolotnyi.

Webinars

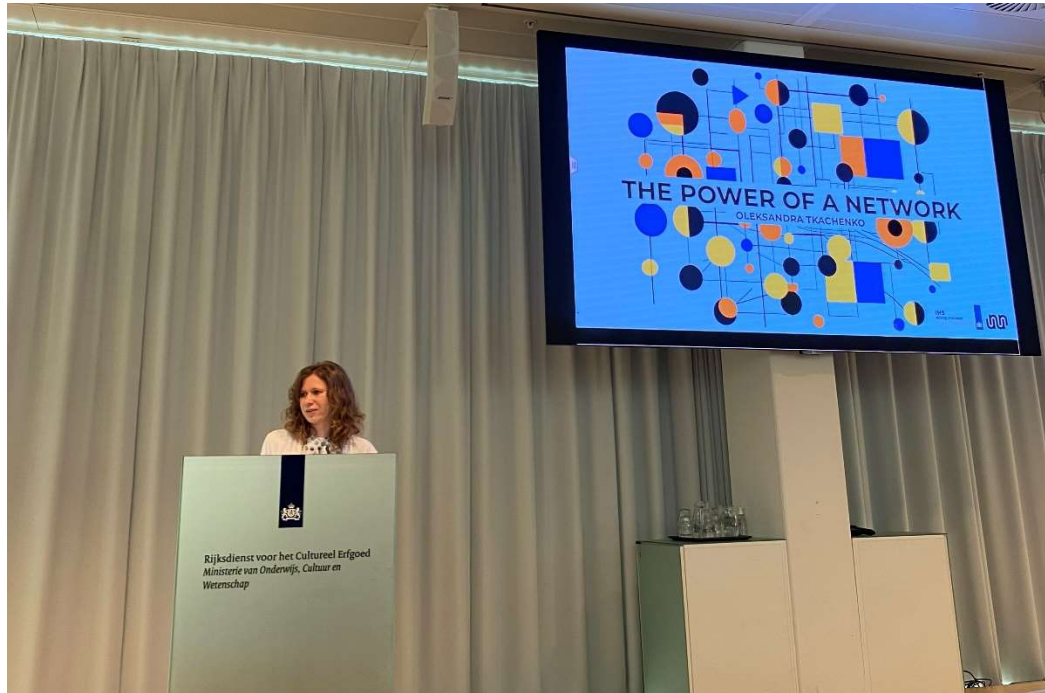
In partnership with VNG International and the Association of Ukrainian Cities, we contributed to the International Technical Assistance Project titled "Support for the Restoration of Local Self-Government and the Recovery and Reconstruction of Communities in Ukraine." As part of this larger project, we have co-organized nine online webinars featuring discussions with representatives from Dutch municipalities and urban experts. [Link to the recording.](#)

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Education

Facilitate the Cultural Heritage Agency of the Netherlands and IHS Erasmus University Rotterdam in drafting the course “Urban Heritage Strategies in Times of Conflict,” including finding speakers, choosing case studies, understanding the local context, and recruiting participants. During the closure of the program, UNUN contributed with the lecture on “The power of a network” in our field.



Facilitate Breda University of Applied Sciences (BUAS) in 1 week workshop drafting and mentoring students, facilitate connection with Ukrainian municipality. This course led to the further educational program on reconstruction by BUAS. Besides that, we connected master students with the relevant design offices to conduct their master's thesis on Ukraine.

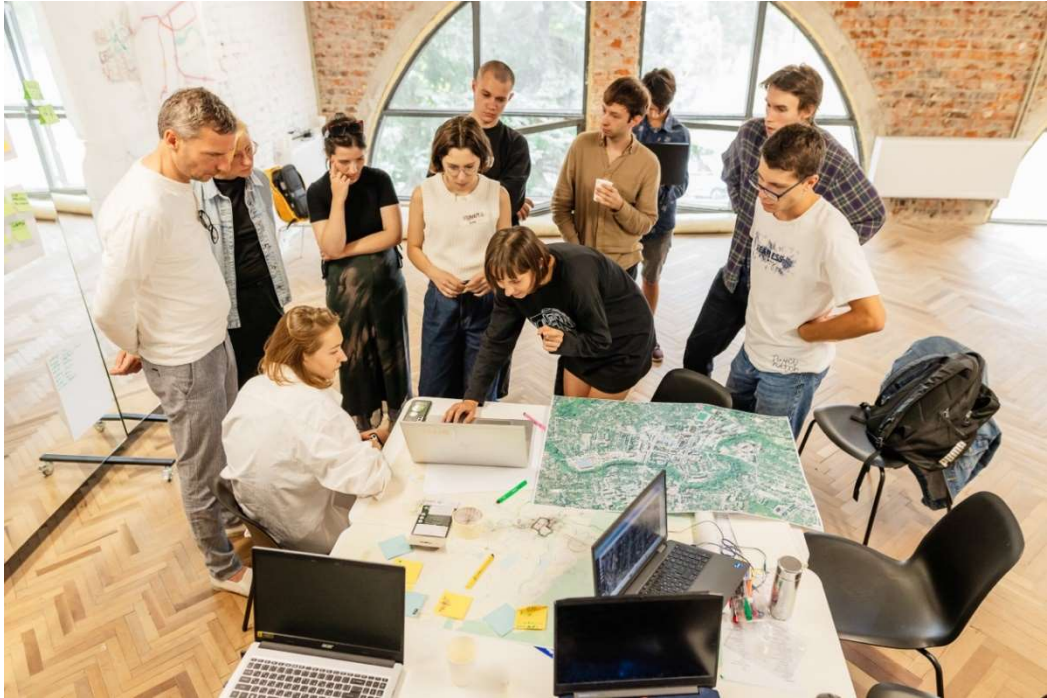
Facilitate TU Delft Architecture/Technology course, understanding the local context, information sources and mentoring students.

Contributed a lecture to the “Fables of the reconstruction” seminar organized by The Independent School for the City.

3.e Think Tank

We support research and development in spatial planning, by funding research projects and facilitating collaboration between academics, architects, urban planners and other stakeholders. This helps to generate new knowledge and insights that can be shared with the wider community. As part of the long-term Panorama Ukraine project.

Panorama Ukraine



Panorama Ukraine is a joint project of the International Architecture Biennale Rotterdam (IABR), Ukraine –The Netherlands Urban Network (UNUN), the Dutch Board of Government Advisors (CRa) and the Vereniging Deltametropool (VDM) and generously supported by the Dutch Ministry of Education, Culture and Science (OCW).

Mission

Panorama Ukraine works towards interconnected, far-reaching, and aspirational perspectives, supported by a method of spatial planning for the (re)development of Ukraine. A panorama works on different scales and connects different temporalities. Panorama Ukraine explores and illustrates how the fundamental restructuring of today's challenges can become an opportunity to enable structural (spatial) improvements in the coming decades. Through this project, different networks and coalitions of planners, designers, and active (cultural) thinkers from a variety of disciplines are working toward an integral outcome.

Vision

Panorama Ukraine explores resilience in the areas of water, housing, mobility, energy, governance, circular economy, biodiversity, and agriculture. Within these themes, it is developing a series of events to distil an integral methodology to connect long-term goals and strategies with short-term needs and emergencies. Panorama Ukraine co-creates knowledge, experiences and practices developed in EU countries, in particular in the Netherlands, and builds on these insights to create a vision and strategies for the future of Ukraine.

Topics

Panorama Ukraine evolves over seven key topics:

- Working on Water (Regenerative water management and biodiversity)
- Healthy and future-proof neighbourhoods
- Good governance
- Sustainable mobility
- Resilient energy production



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- Circular economy
- Regenerative agriculture

Strategy

Panorama Ukraine focuses on developing scenarios to rebuild and convert Ukraine as a sustainable, connected, and resilient country. As a process – Panorama unfolds in several workshops, research assignments, and matchmaking sessions that bring together various initiatives and professionals to develop principles and active guidelines on how to get there. The lessons learned from these encounters will provide stepping stones for building an integral action plan for the transition on the horizon, allowing for concrete short-term actions as well as a roadmap of inspiring long-term perspectives.

This process of co-learning and rebuilding by design is understood as a method and documented in a way that can be shared with others who need a perspective on understanding conflict zones as leverage for a brighter future.

In 2024, UNUN contributed to the co-organization of four Panorama Ukraine workshops, which welcomed a total of 175 participants and experts. We played a pivotal role in the project management, methodology, operations, content development, securing partnerships, and additional funding, all while pushing the project forward in a climate of uncertain political and financial conditions.

Overall, we conducted four workshops—three in the Netherlands and one in Ukraine. Teams collaborated with six municipalities and involved 46 experts along with 121 participants.

These workshops fostered new Dutch-Ukrainian partnerships and projects among the experts involved, including PosadMaxwan, Orange Architects, Archimatika, and Felixx. Furthermore, we facilitated new connections between Ukrainian municipalities.

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3.f PR and Communications

To keep our network involved, we communicate regularly about our activities and events. Our main Communication channels are: LinkedIn, Instagram, email newsletters, events & presentations, YouTube and Facebook.

2024 statistics

Platform	Link	Followers	Posts/LettersVideos
Instagram	https://www.instagram.com/unun.nu/	1084	120
LinkedIn	https://www.linkedin.com/company/unun-nu/	609	100
YouTube	https://www.youtube.com/@unun_nu	38	18
GetResponse	https://unun.getresponsewebsite.com/	473	14
Facebook	https://www.facebook.com/unun.ua.nl/	19	automatically repost from Instagram
Website	https://unun.nu/	no data available (don't have Google analytics)	

UNUN was mentioned multiple times on diverse media and had a stage on various public events.

Media

- Kyiv Independent <https://kyivindependent.com/it-takes-bravery-to-recognize-mistakes-ukrainian-architects-learn-from-rotterdam-to-rebuild-their-own-cities/>
- Architectenweb <https://architectenweb.nl/nieuws/artikel.aspx?id=53613>
- Archined <https://www.archined.nl/2025/04/hoop-en-realiteit-bij-de-wederopbouw-van-oekraine-en-gaza/>
- De Telegraaf <https://www.telegraaf.nl/binnenland/rotterdam-inspiratie-voor-oekraense-architecten-bij-wederopbouw-na-oorlog/64270419.html>

Events

- Pakhuis de Zwijger, De wederopbouw van Oekraïne, Amsterdam, Netherlands
- Ukrainian Urban Forum, Chernivtsy, Ukraine
- ENHR 2024, TU Delft, Netherlands
- Rebuild Green Hakathon, Online
- The ReBuild Ukraine Conference, Warsaw, Poland
- Water Public Private Partnership, Den Hague, Netherlands
- Green and Circular Rebuilding of Ukraine Summit, Kyiv, Ukraine
- Integrated Water Resources Management (IWRM) vision for Kherson region session, Den Hague, Netherlands
- Lecture in Ministerie van Binnenlandse Zaken en Koninkrijksrelaties (BZK)

4. Governance

2024 became a crucial year for UNUN as we transformed from a professional initiative. Much of our effort was focused on building the team and organizational structure, refining the organization's mission and vision, establishing legal and financial procedures, registering as a foundation, creating management statutes and regulations, opening a bank account, and setting up accounting and IT data administration. Since we had to start from scratch, this process required a significant amount of time and resources.

4.a Board

- Foundation UNUN is based on a two-tier organization for maximum transparency and governance. The management consists of a management board supervised by an independent supervisory board.
- Supervisory board members serve on a voluntary basis and do not receive financial compensation.
- Management board members receive a remuneration for their work assigned and approved by the supervisory board.
- Decisions are made collectively in board meetings, with majority approval required for key policies in accordance with the articles of association and management regulations.
- The rules of management are described in the articles of association, the supervisory regulation and the management regulation.

The supervisory board

- Julia Westerveld Soldatiuk | chair | researcher Clingendael institute
- Carola Hein | member | Professor Urbanism TU Delft
- Robert Serry | member | former ambassador in UA and chair OpenDoor Ukraine

The management board

- Oleksandra Tkachenko | chairwoman | urban planner Kuiper Compagnons
- Pavlo Gorokhovskiy | secretary | architect College van Rijksbouwmeester en Rijksadviseurs
- Patrick Meijers | treasurer | founding partner-architect Orange Architects
- Elena Chevtchenko | member | urban designer PosadMaxwan

4.b Volunteer & Community Engagement

Everyone in the UNUN team has other permanent jobs and works on this NGO as a side project. On one hand, this gives us the flexibility to continue our efforts even when we lack financial support. On the other hand, it limits our capacity. That is why it is so important for us to collaborate with partner organizations and volunteers. We regularly receive requests from volunteers who want to contribute to our work, and we are very grateful for their interest. As a small, new organization, we need to be careful in managing these contributions, taking into account our limited resources to effectively coordinate volunteer efforts. Although we would like to include all these people in our activities, up till now, there are 4 people regularly involved in our activities: Tania Vovk – part-time organising our events and taking care of our communication, and volunteers: Nazar Gresko, Tanya Rumilets and Natalia Knyazkova.

To foster a thriving and engaged community, we organize a variety of informal events and workshops that provide members with the opportunity to connect, collaborate, and strengthen their bonds. These gatherings are designed to inspire creativity and build lasting relationships,

enriching the overall experience for everyone involved. In response to community interest, we established a LinkedIn group to facilitate professional networking and discussion. However, due to its limited engagement, we ultimately decided to refocus our efforts on creating more interactive and meaningful in-person experiences that truly resonate with our members.

5. Partnerships & Collaborations

5.a Key stakeholders, donors, and funding agencies

Our key stakeholders are Dutch and Ukrainian urban professionals, decision makers such as Ukrainian municipalities.

Donors: OCW (Ministry of Education, Culture and Science), Reynaers Aluminium Nederland

5.b Collaborations with government, private sector, and civil society



Government: Embassy of the Kingdom of the Netherlands in Ukraine, Embassy of Ukraine in the Kingdom of the Netherlands, VNG International, Het College van Rijksbouwmeester en Rijksadviseurs (CRa), Planbureau voor Leefomgeving (PBL).

Municipalities: Vinnytsia, Klesiv, Kherson, Okhtyrka, Drohobych, Voznesensk, Lviv, Breda.

Civil society: International Architecture Biennale Rotterdam (IABR), AIR, Vereniging Deltametropool, Nieuwe Instituut, Urban Reform, Restart, Rethink, CEDOS, Archiprix, New Housing Policy, Ukrainian House Rotterdam, PAX, Open Door Ukraine, Rebuild Green Hackathon, Swiss network, Energy Act for Ukraine Foundation, KNUBA, Co-Haty and Urban Curators,

Private sector: Institute for Housing and Urban Development Studies (IHS) of Erasmus University Rotterdam, the Cultural Heritage Agency of the Netherlands, Drozdov & Partners, GA Architects, Kotsuba Landscape Architects, Breus, Archimatika, GreenCubator, CEE Bankwatch Network, PosadMaxwan, KuiperCompagnos, West8, One Architects, Felixx, Orange Architects, Bright, KCAP, ZUS, Generation Energy, Fabrication, DNV, StudioSpaceStation, Ben Kuipers, Van Paridon x de Groot landschapsarchitecten, Play the City, ATO-Bel Architects, Architecture Prescription, urbansynergy, Sebastiaan Veldhuisen, Kharkiv School of Architecture.



6. Financial Overview

6.a Summary of Income & Expenditure

Development of income and expenses

As presented in the income statement, the net result for 2024 amounts €24,734 (2023: €0). To provide insight in the development of the result of 2024, below an outline has been prepared based on the income statement of 2024. Income and expenses are expressed in thousands of € and as a percentage of the net turnover.

2024	€	%
Net revenue	95,015	100.0
Other operating income	<u>2,500</u>	<u>2.6</u>
Gross margin	97,515	102.6
<i>Other operating expenses</i>		
Operational expenses	<u>72,781</u>	<u>76.6</u>
Sum of expenses	<u>72,781</u>	<u>76.6</u>
Operating result	<u>24,734</u>	<u>26.0</u>
Result	24,734	26.0

6.b Sources of Funding (Donors, Grants, Partnerships)

UNUN secures funding through:

- Grants from OCW: 95.015 euro
- Donations from Reynaers: 2.500 euro

6.c Breakdown of Expenses (Administrative, Programs, Fundraising, etc.)

UNUN managed its assets in a transparent and responsible manner, ensuring that all income is used to achieve its objectives. The primary sources of income included the grant of OCW and a sponsorship from Reynaers.

The financial policy is focused on directly allocating available funds to activities that serve the public interest. The foundation aims to maintain a small reserve each year to ensure financial stability and cover unforeseen expenses.

Since the foundation often operates with limited funds, the goal is to maintain a minimum reserve of €20,000, depending on the size of the organization and expected commitments.

Funds are allocated to:

- Management: 17.442 euro
- Organization (administration, research, and communications): 3.413 euro
- Operations (events, workshops, etc. as described in the activities): 38.401 euro
- Communications (social media, retrieve participants, press etc.): 12.960 euro

6.d Use of Reserves

Operating Reserve (€20,000)

- This reserve acts as a buffer to cover unexpected expenses and temporary shortfalls.
- The amount of the reserve is evaluated annually and adjusted based on the financial situation and future obligations.

Available Funds

- All remaining funds are directly allocated to the foundation's activities and objectives.
- This includes project costs, operational expenses, and potential investments in growth and sustainability.

6.e Compliance with ANBI financial guidelines

The UNUN Foundation received the ANBI status, meaning it is registered with the Dutch Tax Administration as a Public Benefit Organization (ANBI). This status ensures that tax regulations for Public Benefit Organizations (ANBI) apply regarding donations, inheritance, and tax deductions (income tax and corporate tax). Only organizations officially designated as an ANBI by the Dutch Tax Administration can benefit from tax advantages.

This recognition is also important for supporters of the foundation, as tax-deductible donations for income tax (IB) purposes are only possible when made to a recognized ANBI. A list of ANBI-recognized organizations is available on the Tax Administration's website.

Foundation has been designated as an ANBI; it qualifies for the following tax benefits:

- No inheritance or gift tax is owed on inheritances or donations used for public benefit purposes.
- If an ANBI makes donations for the public benefit, the recipient does not have to pay gift tax.
- ANBIs are eligible for energy tax refunds.
- Volunteers working for an ANBI may, under certain conditions, qualify for a donation deduction.
- Donors of an ANBI can deduct their donations from their income tax or corporate tax.
- To qualify for a periodic donation deduction, the donor and the ANBI must record the donation in an agreement.

To be designated as an ANBI (Public Benefit Organization), the foundation must meet all of the following conditions:

- The foundation must dedicate at least 90% of its efforts to serving the public interest. This is known as the 90% requirement.
- The foundation must not have a profit motive in carrying out its public benefit activities.
- The foundation and those directly involved must meet integrity requirements.
- The board members or policymakers of the foundation may not treat the organization's assets as their own personal assets. There must be a clear separation of assets.
- The foundation may not hold more assets than are reasonably necessary for its work. Therefore, its equity must remain limited.
- Compensation for supervisory board members is limited to expense reimbursements or minimal



attendance fees.

- The foundation must have a current policy plan.
- The foundation must maintain a reasonable balance between costs and expenditures.
- Any remaining funds after the foundation is dissolved must be allocated to another ANBI with a similar objective.
- The foundation must comply with administrative obligations.
- The foundation must publish specific information on a website.

7. Looking Ahead

7.a Future Goals & Strategic Plans

Looking ahead, we are focusing on three areas to help the organization grow sustainably:

From ad hoc to structured programs

We aim to further develop the successful project formats we've tested, turning them into recurring programs. This allows us to increase our impact and operate in a more consistent way, while staying true to our mission.

Balancing strategy with flexibility

We are working towards a better balance between setting long-term goals and remaining flexible to respond to opportunities and partner requests. This helps us stay both focused and collaborative. Besides, this would give us more possibility to provide work security to the people we engage in our projects.

Strengthening the organization

To support future growth, we're strengthening the organization behind the scenes. This includes structuring the team and workload, improving internal processes, and preparing for a smooth transition with changing board members.

7.b Expected Activities and Funding Needs

In 2025, we plan to focus on projects and activities that have proven effective in the previous year, such as studio visits, networking events, book donations, knowledge-sharing activities, symposiums, and Panorama Ukraine. Following an unsuccessful funding application to RVO, we have limited capacity to apply for various grants. Therefore, we plan to concentrate on securing structural funds.

7.c How donors and supporters can continue to help

To continue our work, we need financial support. Donations help us cover essential costs such as organization of diverse activities, locations for events, expert travel and accommodation, and the regular shipment of books to Ukraine as humanitarian aid.

Discounts and in-kind contributions are also very valuable — for example, providing free or reduced rates for recording, transport, accommodation, and venues for activities. These forms of support can significantly reduce our project costs and make our initiatives more sustainable.

Every contribution counts — whether financial or practical.

Would you like to help? Please consider donating or offering services. Contact us directly or unun.nu to learn how you can support.

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8. Appendices

8.a Legal Structure and ANBI Information

8.b Financial Statement (annual account)

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