



**STRATEGY OF THE CHARITABLE
ORGANISATION "CO-HATY"
2025-2026**



APPROVED
by Minutes No. 2
of the General Assembly of the Charitable
Foundation "CO-HATY"
"29" August 2025

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STRATEGY OF THE CHARITABLE ORGANISATION "CO-HATY" FOR 2025-2026 PERIOD

INTRODUCTION

This document outlines the strategic vision, mission, and priorities for the Charitable Foundation's "CO-HATY" activities and development from 2025 to 2026.

It was developed between January and March 2025, finalised, and approved in August 2025. CO-HATY was a young organisation in the establishment process at the time of drafting.

The organisation was officially registered in 2024 as a result of strategic cooperation between two NGOs — METALAB (Ivano-Frankivsk) and Urban Curators (Kyiv) — to ensure sustainable, long-term engagement in the field of housing for internally displaced people (IDPs).

Between 2022 and 2024, the founding organisations gained practical experience in creating housing for displaced people, during which the CO-HATY concept was born and developed. Collective housing facilities were created in the Ivano-Frankivsk, Khmelnytskyi, and Vinnytsia regions.

In 2025, the first CO-HATY project implemented under the foundation was a social hotel in the building of the former Zirochka kindergarten in Kalush, Ivano-Frankivsk region.



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VISION

Our vision is that Ukrainians have access to high-quality and affordable housing, feel protected, and know how to exercise their right to housing.

Housing functions as a service, based on fair, democratic financing models and environmentally sustainable approaches to construction.

Various housing options — affordable and social housing, cooperatives, quality dormitories, senior housing, and multi-generational homes — become familiar and accessible, shaping the development of cities and communities.

Renting is safe, comfortable, and dignified, and the culture of social and affordable rental housing in Ukraine is becoming normalised.

Self-sufficient housing communities embody conscious, free, responsible, and empowered Ukrainians.

MISSION

CO-HATY is an institution that grew out of a grassroots social architecture initiative and works on diversifying housing solutions in response to pressing societal needs.

We mobilise resources and invest in creating affordable, quality housing where people come together as self-sufficient communities.

We build real living spaces through engagement, design, construction, and renovation.

By implementing a national housing policy, we actively engage with and support communities in creating affordable housing stock.



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HOW WE WORK

We operate through a networked and decentralised approach, grounded in long-term dynamic planning, precedent-setting, and innovative solutions.

We initiate, attract resources, design and implement projects, research, advocacy, and knowledge-sharing.

We integrate interdisciplinary approaches, combining architecture, social sciences, economics, and housing management.

WITH WHOM AND FOR WHOM WE WORK

We are building an ecosystem for housing creation and management by engaging multi-sectoral partnerships, including the private sector, government institutions, communities, and NGOs.

We work directly with local communities, supporting their self-sufficiency and participation in shaping housing solutions.

We foster a strong, creative team capable of implementing innovations that transform perceptions of affordable and social housing in Ukraine.

STRATEGIC PRIORITIES

The following strategic priorities guide CO-HATY's work in 2025–2026, enabling us to deliver our mission effectively. They focus on developing long-term social housing, building housing communities, advocating for the non-profit housing sector, conducting research and evaluating our experience, and strengthening institutional capacity.

Through these directions, CO-HATY will ensure sustainability, impact, and effectiveness as an independent institution, expanding access to affordable housing in Ukraine.



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Priority 1: Creating Successful Examples of Long-Term Housing and Sustainable Financial Models

CO-HATY aims to provide housing stock through sustainable social housing models in municipal and private ownership. Successfully implemented long-term housing projects demonstrate the effectiveness of CO-HATY's operational model.

Key elements include:

- Expanding social housing stock through long-term, sustainable, and climate-friendly solutions based on circular economy principles.
- A financial model that avoids debt and ensures stability, as demonstrated by the Kalush project.
- Accounting for different ownership structures and scales of housing solutions.
- Strengthening organisational competence in construction and financial management.

Priority 2: Developing Housing Communities, Not Just Buildings

CO-HATY seeks to create not just housing but functioning communities that thrive long term.

Key aspects include:

- Launch and implementation of a Community Self-Sufficiency Programme.
- High resident retention — at least 80% of tenants remain after initial settlement.
- Mechanisms to support residents in integration and development.

Priority 3: Research, Evaluation, and Shared Learning (R&D)

CO-HATY strives to document, evaluate, and improve its approach through systematic research. Main directions include:

- Analysing the effectiveness and impact of implemented projects.
- Researching housing models and innovative approaches in social housing.
- Introducing technological and financial innovations to enhance sustainability and efficiency.



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Priority 4: Advocacy and Development of the Affordable Housing Sector in Ukraine

CO-HATY actively works to expand understanding and support for affordable and social housing models in Ukraine. This includes:

- Drafting recommendations.
- Advocating for diversification of social housing forms.
- Promoting social housing models as an integral part of housing policy.
- Partnering with municipalities, civic initiatives, and international organisations to expand access to quality social housing.
- Disseminating knowledge.

Priority 5: Strong Organisational Capacity for Long-Term Impact

To achieve its vision and mission, CO-HATY has defined the following organisational development priorities for 2025–2026:

- **Financial and economic model:** combining social mission with financial resilience, providing housing based on practices and approaches successfully applied in other European countries.
- **Funding sources:** diversifying income streams, currently almost entirely dependent on grants and sub-grants from international partners and humanitarian organisations, by engaging private donors and securing multi-year (3–5 year) funding.
- **Team and management:** ensuring balanced conditions for work, rest, and development of team members to maintain motivation and retain key staff long term.
- **Governance:** expanding the foundation's membership and creating a supervisory board for effective strategic governance, transparency, and accountability.
- **Brand development:** positioning CO-HATY as a leading organisation in developing social housing models in Ukraine, recognised for innovation and social impact, as evidenced by media coverage and international acknowledgement.